



Greater Vallejo Recreation District



10-Year Comprehensive Parks and Recreation Master Plan



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EXECUTIVE SUMMARY

A. PURPOSE OF THIS PLAN

The Greater Vallejo Recreation District operates as an autonomous special district with borders all within the City of Vallejo. The City owns a majority of the parks that the District assumes responsibility for maintaining and operating under a master lease agreement. The District is overseen by an appointed Board of Directors, (three board members are appointed by the Vallejo City Council and two by Solano County Supervisors) and a General Manager who has day to day operating and fiduciary responsibility.

This 10-Year Comprehensive Parks and Recreation Master Plan is an update to the District's 2007 Master Plan adopted just prior to the great recession of 2008/09. The recession had a significant impact and brought the City of Vallejo into the national spotlight when in 2008, the City filed for bankruptcy. As a result of the District's independence, it continued to operate in an efficient and effective manner.

This plan along with a series of other planning documents that include the City of Vallejo's 2040 General Plan provides the framework for future planning efforts and will act as a road map for the future and guide the District over the next 10 years and beyond.

B. PLANNING PROCESS SUMMARY

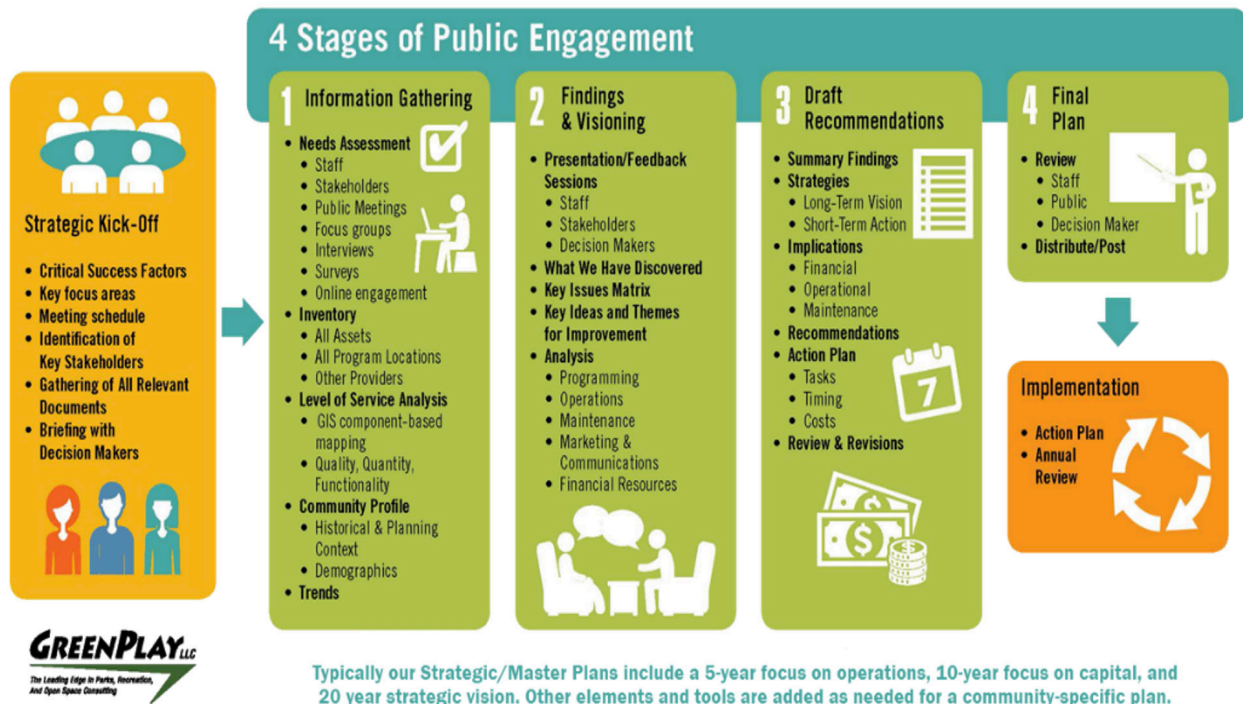
The process utilized in developing this Parks and Recreation Master Plan included the formation of an integrated project team of select District staff, the consultant team from GreenPlay, LandDesign, RRC Associates, and local City of Vallejo leadership and stakeholders. District and City staff provided detailed input to the consulting team throughout the project. This collaborative process led to the creation of a plan that blends consultant expertise with the local knowledge of staff, community members and stakeholders.

The development of this plan included the following tasks:

- Document collection and review
- Demographic and trends analysis
- Community engagement
- Creation of a new District Vision, Values and Hallmark statements
- Organizational, financial and recreation programming analysis
- Maintenance and operations analysis
- Facility inventory and level of service (LOS) analysis
- Potential funding opportunities
- Recommendations: Goals, objectives, and an action plan

Figure 1 captures the steps of the master planning process and identifies the four stages of public engagement used in this plan:

Figure 1: Key Elements of the Master Planning Process



C. PUBLIC ENGAGEMENT

The planning process included a thorough, inclusive, and comprehensive needs analysis that incorporated the opinions, needs and desires of many Greater Vallejo Recreation District residents. To meet this goal, District Staff and GreenPlay initiated a series of stakeholder interviews, focus group meetings, public forums and a completed a statistically valid and open link survey. This process helped to create recommendations and prioritized action items for the District to implement over the next ten years. Overall, over 1,000 community members provided input or completed the statistically valid or open link surveys.

D. KEY ISSUES SUMMARY

From review of all the input and findings, the key issues below were identified and presented in a series of meetings with staff, key stakeholders, and the public. The key issued formed the basis for potential recommendations. The key issues are organized by categories.

To develop the goals, objectives and actions for the master plan, qualitative input (staff, community, and leadership input) and quantitative input (survey, planning documents and LOS) was synthesized and prioritized by the consultants. A visioning workshop with District Leadership was held to assist in clarifying and prioritizing the issues below.

ORGANIZATIONAL

- The District needs a greater focus on developing partnerships that will be beneficial and may help defray costs and provide better service to the public
- Technology within the District is outdated and upgrading may help staff to be more efficient and effective
- Increased communication about programs and opportunities and funding challenges in a variety of methods is needed as well as a more defined brand image
- Some parks and programs do not afford easy access for all District residents (connectivity, ADA, affordable programs, etc.)

PARKS AND FACILITIES

- Maintenance of some of the parks, illegal dumping, inappropriate behavior, and homelessness in the parks creates barriers for park use. Investing in maintenance and operations provides great opportunities to maintain clean, green, and safe parks
- Safety and security concerns affect community use of the parks
- Park amenities and landscaping in some parks requires upgrading (including shade, restrooms, parking lots, etc.). These areas provide great opportunities for improvement
- Park infrastructure and deferred maintenance requires additional resources
- Additional outdoor fitness facilities are desired in the parks
- The District lacks a sufficient number of outdoor basketball courts, community gardens, playgrounds, multipurpose fields, and tennis courts
- The community identified trails and trail connectivity as a priority
- Additional sidewalks and river access points were request by the community
- New park components such as picnic shelters, pickleball courts, a BMX track, and disc golf were requested by community members
- The community identified an additional dog park as a priority
- New Aquatic/recreation facility is requested by the community
- Parks and services may not be equitable around the city, with gaps in service disrupting access
- Wayfinding signs are needed and will assist with connectivity between parks and trails
- The community identified a need to replace the sports center on Mare Island
- Staffing levels, including weekend staffing and Park Ranger positions were identified

PROGRAMS AND SERVICE DELIVERY

- A greater focus on youth and adult sports programs is needed
- District residents would like additional programs and neighborhood events
- Programs for seniors, youth and youth sports are the top programing priorities
- Some community members are concerned about the quality of recreation programs
- Increasing quality of recreation programs will greatly assist with District brand and image
- Better coordination between the Vallejo schools and GVRD programs will benefit the district

FINANCE

- Staffing levels are not keeping up with growth
- Funding is insufficient for management of parks, trails, and open space
- A resource allocation philosophy/pricing model is needed to determine revenue opportunities vs. community benefits
- The City of Vallejo's Park Dedication and Development Fee Policy is outdated (last updated in 2007) and needs to be updated along with a process for GVRD to receive those funds
- The District may benefit from considering alternative funding options to fund deferred maintenance and growth

E. INVENTORY ASSESSMENT SUMMARY

The GVRD provides a broad-spectrum of facilities and amenities for District residents encompassing 906 acres of formal parks and community facilities.

GVRD’s park facilities are currently comprised of 38 formal parks. The size of each of these parks is listed in **Table 1** and represents a summary of the entire GVRD inventory of parks and facilities and the number of amenities within each facility.

Table 1: Park Facilities, Size, and Components

Location	GIS Acres	Aquatics, Lap Pool	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Equestrian Facility	Event Space	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playground, All Sizes	Public Art	Rectangular Field, All Sizes	Shelter, All Sizes	Skate Park	Tennis Court	Trail, Primitive	Trailhead	Volleyball Court	Water Access, Developed	Water Access, General	Water, Open	Total Components	Unique Components				
Amador Complex	6					1	1										1	2								4							9	5				
Beverly Hills	19																1				1													2	2			
Blue Rock Springs	34																1			6	1							1			1			11	6			
Blue Rock Springs Corridor	119														1																				1	1		
Borges Ranch	5													1		1					1			3										6	4			
Carquinez	9															1																			1	1		
Castlewood	8	1				1											1										4								7	4		
Childrens Wonderland	6										1	1			1		1			1	1			2										8	7			
City Park	4													20			1				1	1													23	4		
Crescent	3																				1														1	1		
Crescent (City of Vallejo)															1	1																			2	2		
Crest Ranch	17			1	1			1							1		1	1			1														7	7		
Dan Foley	173			1		1	2								1	1	2			6	1		1	1						1	1			1	20	13		
Delta Meadows	6				2										1	1	1	1			1														7	6		
Fairmont	1																1				1															2	2	
Glen Cove School Park	14							1							1				2		1		1			3									9	6		
Glen Cove Waterfront	26														1													1				1	1		4	4		
Grant Mahoney	3												1				1	1			1															4	4	
Hanns	32										1					1				1								1	1							5	5	
Henry Ranch	5				1										1		1				1															4	4	
High Glen	17																																			0	0	
Highlands	13				1							2			1		1				1			3												9	6	
Independence	2																						1									1				2	2	
Lake Dalwigk	72			1	1										1		1			1	1														6	6		
Lake Dalwigk (City of Vallejo)															1																			1		2	2	
McIntyre Ranch	41									1																											1	1
North Vallejo	15			1				1									1				1		1													5	5	
Northgate	8														1		1			1	1															4	4	
Orchards Park Hiddenbrooke	29		1		1							2					1				1			4												10	6	
Richardson and Corp Yard	22							1									1			1	1		1													5	5	
River	103														1	1							1						1					1		5	5	
Setterquist	17				2	1	1										1				1						3									9	6	
Sheveland	2																1				1															2	2	
Terrace	18							1									1				1			1												4	4	
Wardlaw School	6							2									1						1													4	3	
Wardlaw Skate and Dog Park	15								1						1									1	2			1								6	5	
Washington	4																1				1															3	3	
Wilson	29					1	3										1			1	1		1													8	6	
System Totals	906	1	1	4	9	5	11	4	1	1	2	5	1	20	12	7	27	5	4	18	24	3	6	15	2	14	1	5	1	3	1	5						

F. RECOMMENDATIONS AND ACTION PLAN SUMMARY TABLE

This 10-Year Comprehensive Parks and Recreation Master Plan will help direct the future of parks, recreation, trails, and open space. The District, through this process, identified actions to continue to strive to meet the community’s needs and desires related to parks, recreation, facilities, services, and programs. The table below summarizes the actions that can be taken in the coming years.

Goal #1: Maintain Organizational Effectiveness, and Resilient, Sustainable Funding

- Objective 1.1:** Review and improve organizational structure to meet current and future staffing needs
- Objective 1.2:** Increase staffing levels between 6 and up to 8 Full-time equivalent positions (FTEs)
- Objective 1.3:** Increase and improve communication to District residents
- Objective 1.4:** Explore additional funding options
- Objective 1.5:** Develop and Improve relationships with key partners
- Objective 1.6:** Develop a resource allocation philosophy/pricing model

Goal #2: Aspire to be a Connected and Walkable Community

- Objective 2.1:** Expand greenways, pathways, and trails connectivity based on development of a trails master plan

Goal #3: Continue to Improve and Enhance Recreation Programs and Service Delivery

- Objective 3.1:** Increase program spaces, staffing, and resources to create new programming opportunities for District residents
- Objective 3.2:** Promote active lifestyles through recreation
- Objective 3.3:** Explore opportunities to increase the number of community events based on demand, trends, and culture
- Objective 3.4:** Develop additional recreational opportunities
- Objective 3.5:** Work with other service providers to develop programs and services to meet demand and trends
- Objective 3.6:** Develop a formal recreation program evaluation process

Goal #4: Prioritize Access to Parks and Programs for all District Residents

- Objective 4.1:** Focus on diversity, equity, inclusion and social justice

Goal #5: Improve Quality Park Experiences

- Objective 5.1:** Continue to expand, and improve existing facilities and amenities
- Objective 5.2:** Repair, upgrade, and/or replace the Low Scoring Amenities from the inventory assessment
- Objective 5.3:** Improve daily upkeep and user experiences in the parks
- Objective 5.4:** Prioritize and improve safety and security in parks and facilities
- Objective 5.5:** Develop new components at existing parks based on level of service analysis
- Objective 5.6:** Upgrade comfort and convenience amenities at existing facilities
- Objective 5.7:** Explore opportunities for new aquatics, recreation, and sports facilities

Goal #6: Invest in Existing and New Facilities for System-Wide Improvement

- Objective 6.1:** Park-specific improvements to existing recreation facilities
- Objective 6.2:** System-wide recommendations
- Objective 6.3:** New areas of investment



G. GVRD BOARD OF DIRECTOR'S ANNUAL WORK PLAN & PRIORITIES

Annually, the District Board of Directors develops a work plan that guides the General Manager and staff. These priorities represent the needs and desires of community members and are used to set budget priorities. The 2019/20 work plan is organized with the following categories and is in Appendix K.

- Planning – current and future District enhancements
- Funding – sustainable use of resources
- Maintenance – ongoing and enhanced maintenance of parks and facilities
- Park development – Enhancement to parks, trails and open space
- Facilities - operations and maximum use of facilities
- Recreational programming – the efficient and effective delivery of recreation activities, events, and programs
- Operations – administration functions and efficiencies
- Communication - both internal and external communication



SECTION 1

INTRODUCTION TO THE PLANNING CONTEXT



- A. THE BLUEPRINT FOR THE FUTURE
- B. MISSION, VISION AND HALLMARKS
- C. AN OVERVIEW OF THE DISTRICT
- D. THE PLANNING PROCESS
- E. STRATEGIC FRAMEWORK
- F. RELATED PLANNING EFFORTS AND INTEGRATION



A. The Blueprint for the Future

This 10-Year Comprehensive Parks and Recreation Master Plan master plan is blueprint for providing quality recreation services, parks, open spaces, facilities, and programs throughout the Greater Vallejo Recreation District (GVRD). The objectives of the Master Plan are to establish goals, procedures, and comprehensive, achievable strategies and implementation approaches that directly impact resident's quality of life over a 10--year term and beyond.

The District operates as a special district to provide recreational services and manage parks and open space, owned by the District and the City of Vallejo. The District has autonomous responsibility for management of City of Vallejo owned parks based on a master lease agreement with the City.

Building on the many accomplishments from the previous (2007) master plan, this update provides direction for future planning and parks, recreation, trails and open space operations and development, following a roadmap of goals and strategies.

The many identified goals, objectives and action items in this plan are forward thinking, intended to document District residents' vision for the next 10 years. At the same time, the plan is intended to be sustainable and practical, with opportunities the District can accomplish in both the short, mid and long-term.

To support and enhance a vibrant quality life, the overarching goals are to:

1. Provide a framework for orderly and consistent planning
2. Provide a framework for acquisition, development, and capital planning
3. Recommend efficiencies and improvements for administration of the parks and recreation resources, programs, and District facilities

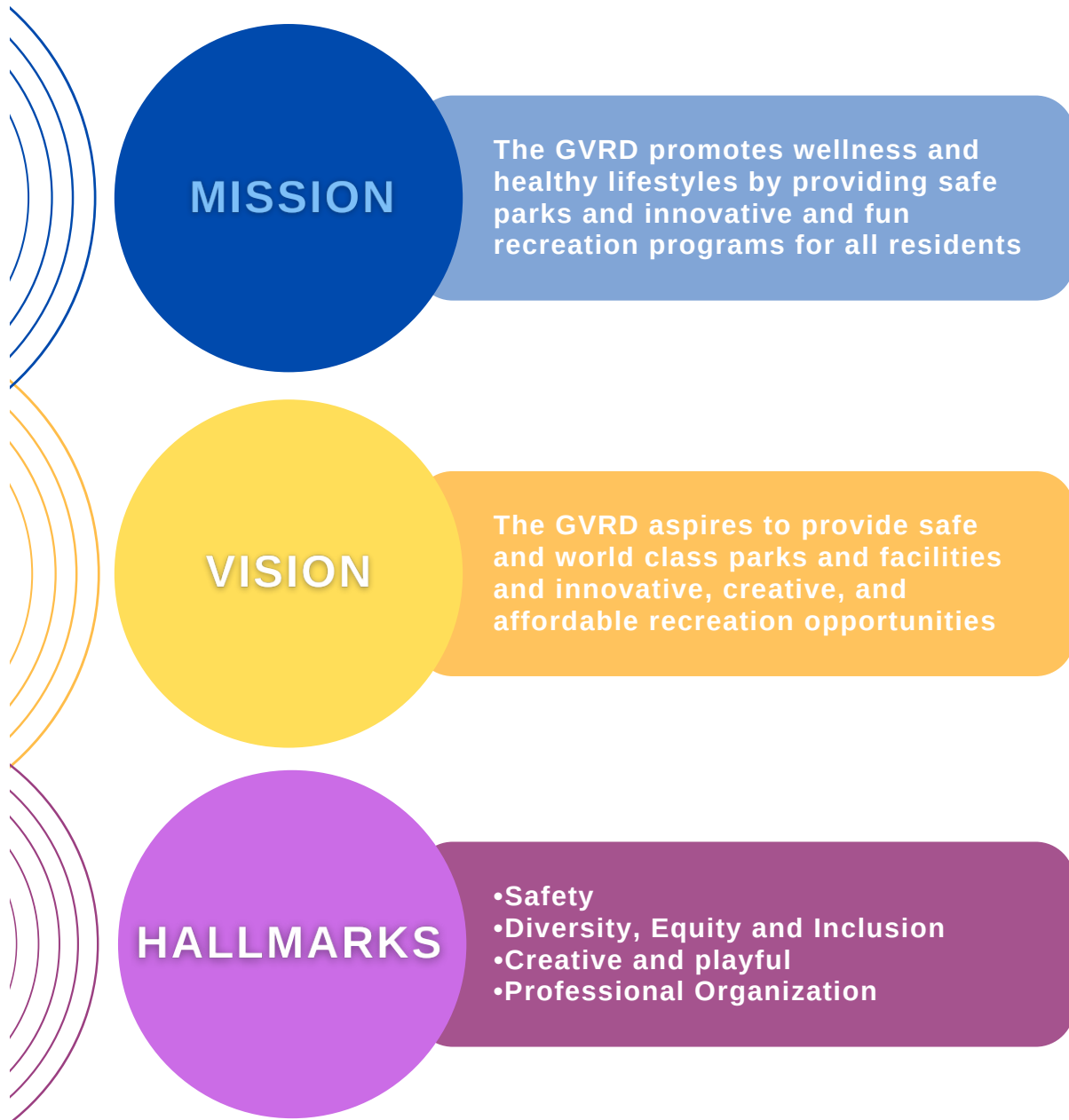
To guide the planning effort, and to objectively evaluate the success of the process, District leadership adopted five critical success factors at the outset of the project:

1. Adopt a master plan that builds on District planning documents
2. Identify current conditions at District parks and determine short, mid, and long-term capital needs and best management practices
3. Identify community recreational needs through public engagement, surveys, demographics, and trends analysis. Ensure an inclusive process that affords community members adequate opportunity to provide input
4. Identify current and future recreation facility needs required to deliver programs based on needs assessment and public engagement
5. Identify representative values and create and validate a mission and vision for the District that reflects the community's interests and issues, staff and the GVRD board's perspectives

B. Mission, Vision and Hallmarks

During the master planning process, staff developed new mission and vision statements and hallmarks that describe the District's core values. Those values were key elements in the completion of this plan.

See **Appendix A** for a comprehensive explanation of the Mission, Vision and Hallmarks.



In addition, a tagline can add to the District's culture and marketing effort. See **Appendix B** for more information on taglines and examples.

C. An Overview of the District

The District is located in the north bay area of California about 30 miles north of San Francisco and 70 miles northwest of San Jose. The District borders the corner of Solano and Sonoma Counties on the northwest; the Napa/Solano County line and up into Solano County in the northeast; and the Carquinez Strait to the southeast. Generally, the City of Vallejo and GVRD share boundaries in common. Inclusive of the District boundaries is Mare Island, home to the county's first naval base on the Pacific coast, that closed in 1996.

The District encompasses 49 square miles with an estimated population of 119,000 residents. The District includes 906 acres of public park space including 20 neighborhood parks, 10 community parks, 6 special purpose parks, an Olympic-size swimming pool and 4 community centers. The GVRD maintains over 1,000 acres of public land and offers a wide variety of programming to residents of all ages from youth to seniors.

The District is 75 years old and offers a wide array of activities and events that encourage and promote positive and healthy lifestyles for all ages and abilities. Recreation services include community events, aquatics activities, senior programs, youth programs and camps, adult and youth sports programs, health and wellness activities, and enrichment classes. The District also provides maintenance and oversight of several City of Vallejo owned recreation facilities.

The District employs 39 full-time, year-round permanent staff members and approximately 125 part-time staff (35.6 FTE) working in three divisions – Recreation Services, Parks Maintenance and Facilities and Administration. The District staffing model embraces a combination of in-house staff and contractors to deliver quality services at the best value. The 2021 budget includes expenditures of \$9,561,998 and 1,972,672 in non-tax revenue. While the direct cost recovery is 20.6%, this was greatly affected by the Covid-19 Pandemic as it is typically around 35%. The majority of the District's operating revenue comes from property tax support, Measure K (a special parcel tax) and residential development impact fees.



You need feedback to figure which direction to point the ship, otherwise you will be lost at sea and rely on luck to get you where you need to be.

– Gabe Lanusse
Executive Director

D. The Planning Process

The planning process included a strategic kickoff meeting on April 7, 2020, where expectations and critical success factors were discussed with District leadership. Although the process took place during the Covid-19 Pandemic, the consultants worked virtually and visited the District to inventory and assess parks, assets, park components and discuss opportunities and challenges with members of the GVRD team. The consultants also visited the District October 3-6, 2020, to conduct a resource allocation training and to complete the values, vision, and mission workshop.

Engagement was the Key to this planning process as a series of stakeholder, focus group and staff interviews were completed along with three public meetings. As a result of the Pandemic, all engagement was completed using the Zoom digital platform.

E. Strategic Framework

Since adoption of the 2007 Master Plan, the District has remained relatively similar in organizational structure and in the population served. Since 2007, the population living in the District has grown by a very modest 4%. The framework for this plan looked primarily to update the previous plan while also focusing on the changing conditions in the District. The framework included six parts outlined in **Figure 2**.

Figure 2: The Planning Framework



G. Related Planning Efforts and Integration

The District provided numerous planning documents central to a comprehensive evaluation and long-term master planning effort. These documents were thoroughly reviewed, summarized, and referenced in the master plan.

The 2007 Parks and Recreation Master Plan

The 2007 Parks and Recreation Master Plan analyzed the community profile, existing parks, recreation and open space resources, existing management, and operations practices, completed a needs assessment, and made recommendations, identifying strategies and a financing plan for implementation.

The plan relied on a statistically valid telephone survey, receiving 428 responses as well as stakeholder surveys and a well-attended community workshop.

The master plan looked at levels of service compared to other local districts and found that GVRD spent only \$37 per resident compared to a typical average of \$122 for parks and recreation services. The Plan concluded that the district employed far less full-time employees than other local districts but was very successful (68%) at recovering its direct recreation costs. One quarter of district residents participated in GVRD programs in 2007 and acknowledged the focus on affordable youth sports and teen programs.

Of the many conclusions and plan recommendations, the preeminent need was to improve the daily upkeep, cleanliness, and maintenance of parks, focusing on safe equipment and landscape enhancements. The survey documents 73% of residents who rated the maintenance of the parks as average or below average. The study recommended additional trails, new park acquisition, and a need to better communicate the locations of the parks. Recreation facilities such as pools, additional gymnasiums and performing arts centers were recommended.

2015 Community Survey Project

The District undertook an organizational survey to better understand their organization. The project focused on programs, community centers, parks, events, funding, facilities, the website, and marketing. Two surveys were randomly distributed by email and a link on the District webpage. The two surveys received 935 responses. Key results from the two surveys were:

Programs

Aquatics and sports activities were the most popular participatory activities. Most well received special events included the Vallejo Waterfront Weekend, Holiday Tree Lighting and art and concerts in the parks. Day camps, greater numbers of teen/middle school programs, art/creativity, and family activities were highly desired by the community.

Areas of improvement included sports, aquatics, youth/teen, dance, and music programs. Residents desired an additional quantity of high-quality camps. The survey concluded that improvements to the aquatics program were important and included additional and longer hours, more free and recreational swimming, better heating, showers, cleanliness, additional shade, and better maintenance.

Most respondents felt that District pricing was fair and that if they were to spend more, it should be allocated to parks, at a significantly higher percentage than recreation centers, pools, or other facilities.

Marketing & Communication

District residents felt they received good communication about programs although improvements could be made in social media avenues. The District's activity guide was both a preferred and effective method of receiving program information.

Facilities

The Dan Foley Cultural Center and Vallejo Community Centers were both best used and most favorable. However, poor condition of the facilities represented the most important reason for non-use. Respondents were very aware they could rent District facilities.

Parks

The most visited and most favorable parks were Blue Rock and Dan Foley; Children's Wonderland was the most used special purpose park. The top reasons why District residents visit parks were to play on the playgrounds, go for walk/hike or to walk their dogs. This was true of neighborhood, community, and special purpose parks. Primary reasons for not recommending a park included safety and poor condition of the parks and playgrounds. Top park improvements included cleaner bathrooms, safer equipment, better lighting, general cleanliness of the parks, additional sports areas, and general safety at parks.

Overall Satisfaction

District residents were, overall, satisfied with the experiences offered by the District that included staff (73%), volunteers (67.6%), facilities (53.97%) and variety of services offered (64.03%). Even so, less than most community members reported they would support funding improvements and showed limited support for renewing Measure K (although it did pass in 2017). There was low support for bond measures. The study concluded that the most important benefits provided by the District included nature and the outdoors, promotion of youth development and improvement of health and wellness.

Measure K Parcel Tax, 2017

Measure K (a city-wide parcel tax of \$48 per parcel, generating ~2 million per year) was renewed in May 2017 to begin on July 1, 2017, for 15 years. The measure passed with 67.9% of mail-in ballots cast.

Measure K funding has been used to keep parks and playgrounds open, preserve after-school programs, and offer various senior activities. With the extension, single family residential properties will continue to pay \$48 a year. Apartment and mobile home park properties will be charged \$36 per unit each year. Owners of non-residential lots between one and five acres will pay \$250 and owners of those greater than five acres will pay \$500 per year.

The measure includes exemptions for senior citizens 65 or older and requires independent audits meant to ensure all funds are spent to support parks and recreation facilities. None of the money will go toward increased salaries, benefits, or pension costs.

GVRD Review and Development of Organizational Structure, 2018

In 2018, GVRD hired Municipal Resource Group, LLC (MRG) to review and develop an organizational structure that would enhance operations, programs, services, and facilities. The consultants interviewed District employees, members of the Vallejo community, GVRD board members and nearby local agency park and recreation directors. They studied the operation over four months.

The consulting effort concluded the need for an updated comprehensive master plan and a 3-5-year strategic plan using a methodology consistent with District resources. They recommended a reorganization that would result in three operational divisions – Parks/Facilities Services, Recreation Services and Administrative Services, each headed by a manager. To ensure a variety of services, and efficient and effective service delivery, the consultants concluded the use of best practices, participation with NRPA Park Metrics and other benchmarking opportunities, and a commitment to engage in local and national trends to implement new programs and services.

The consultants made specific recommendations related to:

- The need to review park maintenance and facility needs, levels of service, creation of a resource management and maintenance plan and park maintenance standards
- A central theme of increased communication and community outreach that included appropriate partnerships. They concluded that the District would be well served by creating a plan for connecting community groups with programs and services and recommended consideration of new connections within neighborhoods, such as faith-based community, and nonprofits to host programs and activities. The consultants further recommended development of a marketing and social media plan for the District that is closely associated with community outreach.
- Staff receiving training and a better understanding of resource allocation and cost recovery processes.
- Development of an evaluation philosophy around measurable opportunities to track success. This would include specific measurement tools for different outcomes, providing a variety of evaluations for staff to use in appropriate areas of operations, establishing performance measures and evaluations for all programs, services, and facilities.

All four of these themes were confirmed and incorporated as areas of focus in this master plan.

Master Lease with the City of Vallejo, 2008

Park properties in the City of Vallejo are operated and maintained by the GVRD under a 1974 master lease agreement. The agreement was updated in 2008 expiring in 2034. The District assumes all responsibility for capital and operating costs associated with the parks except for utility connections, access roads, water and tree trimming which remain the responsibility of the City. During the master plan process, both the City and District expressed interest in re-evaluating the master lease to update and better clarify parks, properties, and expectations.

Solano County Municipal Services Review, 2006

In 2006, Solano County's Local Area Formation Commission conducted a municipal services review on the GVRD. The Municipal Service Review (MSR) process is a comprehensive assessment of the ability of government agencies to provide services effectively and efficiently to residents in a particular jurisdiction. The form and content of the MSR is governed by requirements of the Cortese-Knox-Hertzberg Local Government Reformation Act of 2000 (CKH Act) and the State of California's LAFCO MSR Guidelines published in August 2003. This MSR considered the operations and management of the recreation and parks services within Solano County. The MSR concluded that the district was well positioned for infrastructure needs, population growth, cost avoidance and financial health. The District's structure, management efficiencies and local accountability were in-line with appropriate standards at that time.

City of Vallejo, 2040 General Plan, 2016

The City identified the GVRD as a key partner for several policies and action items that provide work plan items the GVRD may prioritize. The plan defines parks as gathering places and adopted a standard of 4.25 acres of parkland per 1,000 residents for planning purposes and requires developers to provide parkland or pay impact fees of equivalent value when new homes are approved. The plan demonstrated that with 924.17 acres of parks and open space within the city limit, Vallejo is meeting its parkland standard.







The comprehensive plan classified parks as follows:

- Mini Parks– less than one acre, typically located in densely-built areas
- Neighborhood – 4 to 10 acres, typically within a ½ mile of residents
- Community – 10-70 acres typically within 1 to 2 miles of residents
- Special Use Parks – facilities designed for specialized recreational activities such as the Children’s Wonderland or a dog park.
- Linear Parks – open space or landscape features such as trails, creek corridors, etc.
- Natural Open Space – large, undeveloped spaces in a natural state.



The general plan addressed numerous areas applicable to the District and are in **Appendix C**. Specifically, the following policies provide a framework for District planning:

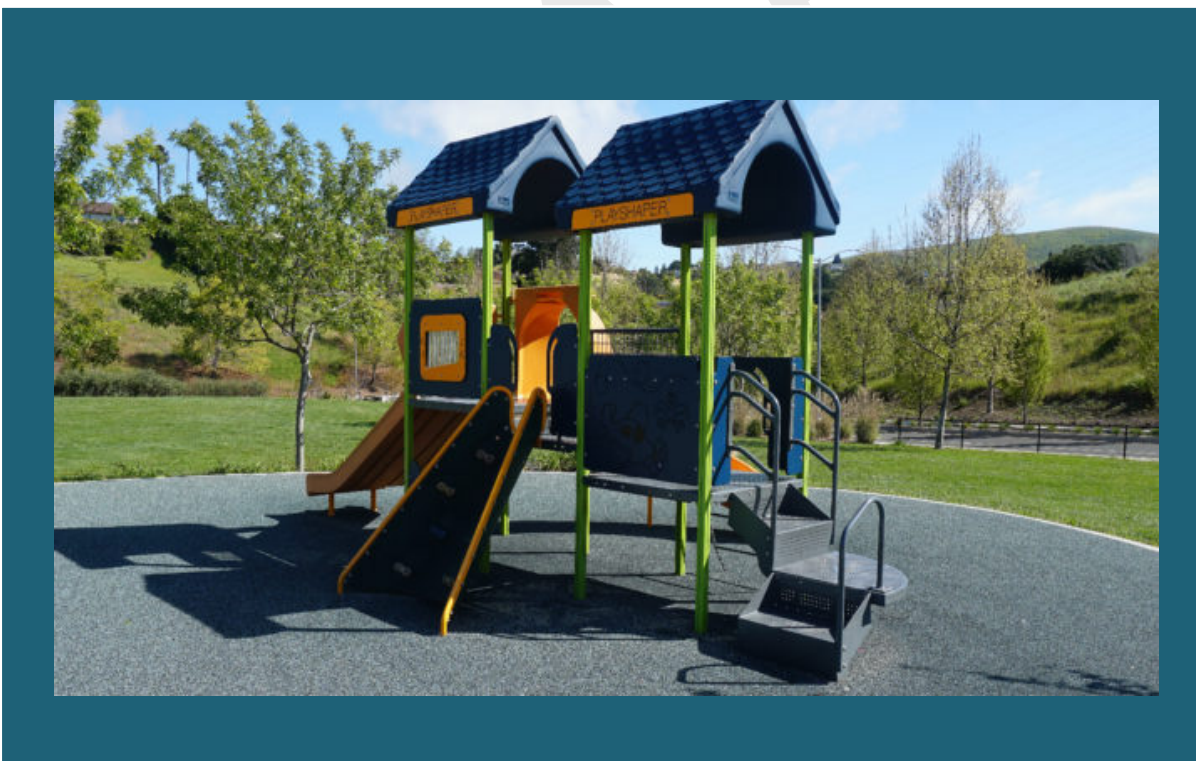
Table 2: 2016 City of Vallejo Comprehensive Plan Policies applicable to Parks and Recreation

 <p>POLICY CP-1.2 Locally Grown Food</p>	<p>POLICY CP-3.2 Neighborhood Focal Points risks and responsibilities</p>
<p>POLICY CP-1.4 Active Recreation Facilities</p>	 <p>POLICY CP-3.6 Park Safety</p>
<p>POLICY CP-1.5 Active Recreation Programming</p>	<p>POLICY CP-3.7 Recreational and Cultural Activities</p>
 <p>POLICY CP-1.7 Green Space</p>	<p>POLICY CP-3.8 Recreational and Cultural Facilities</p>
<p>POLICY CP-1.9 Secondhand Smoke</p>	 <p>POLICY NBE-1.1 Natural Resources</p>
 <p>POLICY MTC-2.2 Education</p>	<p>POLICY NBE-1.4 Waterway Restoration</p>
<p>POLICY CP-2.2 Safer Urban Design Promote safety programs to educate all road users about</p>	 <p>POLICY MTC-2.10 Senior and Limited Mobility Population</p>

City of Vallejo Land Dedication and Development Fee Methodology and Policy, 2007

The California Code that defines how dedication of land or fee-in-lieu of land dedication for parks is in Section 66477 of the Government code, also known as the Quimby Act. The Quimby Act establishes criteria for how a city, county, or special district may extract land or charge development fees to ensure that growth pays its own way. The Quimby Act defines a maximum standard of 5 acres per 1,000 population and those fees must be used in the subdivision where the residential growth takes place unless the area where the fees are to be used is deficient in developed park land, defined by a standard of 3 acres per 1,000 population. The use of development fees is only one option for financing growth of parks in the District. The State of California's Proposition 68 is a well-funded grants program that the District should make use of. However, Development fees must be adjusted to account for grant funds collected for the same projects.

The City of Vallejo has expressed support for the District to update the current policy. The City last updated land dedication and development fees in 2007 and would be well served by an evaluation of the Quimby dedication requirement and in-lieu fee study that may recalculate the fees and requirements, recommending changes as appropriate. The current level of service in the District is 7.6 acres per 1,000 residents. Though this is a robust level of service currently, if growth occurs with limited additional park development, park use will become denser, and the standard will erode.





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SECTION 2

COMMUNITY PROFILE THE GREATER VALLEJO RECREATION DISTRICT



- A. DEMOGRAPHIC PROFILE
- B. PARK AND RECREATION INFLUENCING TRENDS
- C. RELEVANT RESEARCH TRENDS



A. Demographic Profile

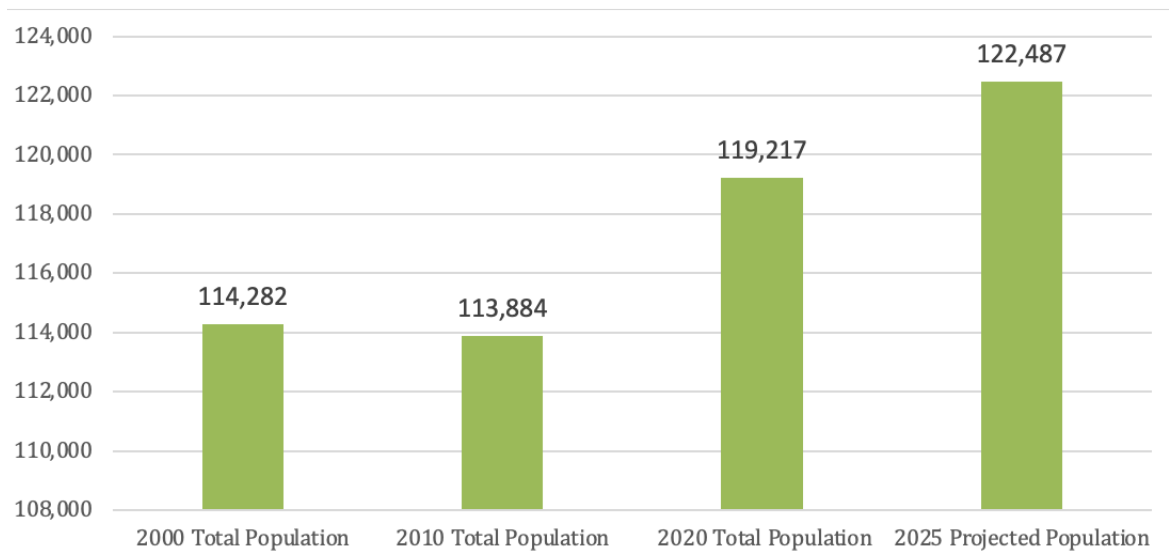
Population

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the Greater Vallejo Recreation District. Data referenced throughout this report is sourced from Esri Business Analyst, which are point estimates representing July of 2020 and forecast years, (2025). Esri balances the 2010 Census against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate estimates. Population projections are derived from a combination of models and data sources on both a local and national level. Data for this report was compiled in November 2020.

In 2000, the population in the Greater Vallejo Recreation District was estimated at 114,282. In 2010, the population had declined to 113,884. By 2020, the estimated population reached 119,217. In 2025, the population is projected to reach 122,487 with a growth rate of 0.54 percent per year. The City had a relatively balanced population of males (48.64%) and females (51.36%). The average household size is estimated at 2.82.



Figure 3: Population Trends in the Greater Vallejo Recreation District from 2000 to 2025

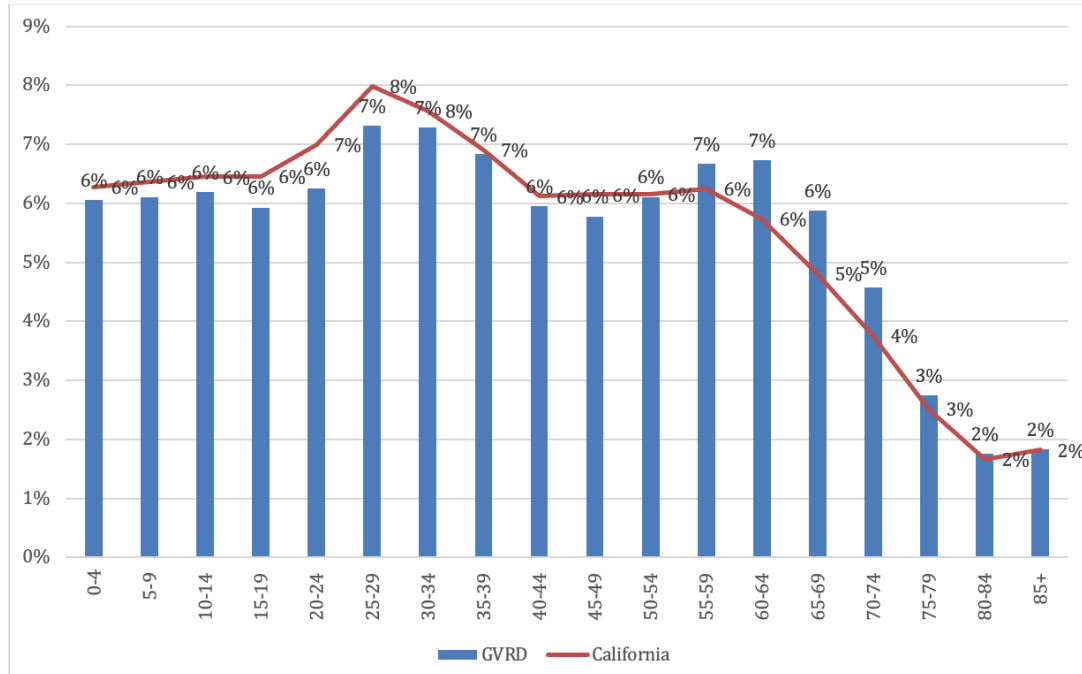


Source: 2020 Esri Business Analyst

Age

According to Esri Business Analyst, the median age in the Greater Vallejo Recreation District in 2020 was 38.6 years old, similar to the State of California (36.4) and the United States (38.5). The median age in 2010 was 37.4 years old, and by 2025, is expected to increase to 39.3 years old. Age distribution data indicates that there is a higher percentage of those 25 to 39, as well as 55 to 64 years old. The State of California generally has more residents between the ages of 20 and 34.

Figure 4: 2020 Age Distribution in the Greater Vallejo Recreation District compared to California



Source: 2020 Esri Business Analyst

Race/Ethnic Character

The U.S. Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. According to Esri Business Analyst, approximately 26.63 percent of Greater Vallejo Recreation District residents identified as Hispanic in 2020.

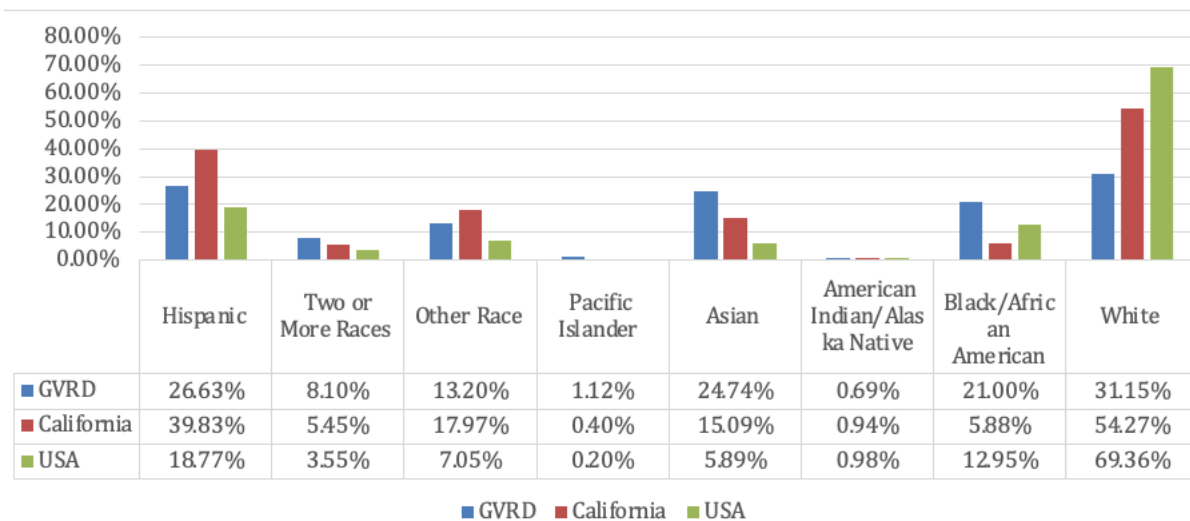
Just less than a third of the population identified as White in the district; the area has a high level of diversity. Approximately 21 percent identify as Black or African American, 25 percent identify as Asian, and 13 percent identify as another race.

26.6%

HISPANIC ORIGIN

Source: Esri Business Analyst, 2020

Figure 5: 2020 Racial/Ethnic Diversity of the Greater Vallejo Recreation District



Source: 2020 Esri Business Analyst

Educational Attainment

The chart below shows the percentage of residents (18+) that obtained various levels of education. An estimated 11 percent of residents 25 and older in the GVRD had not completed high school or an equivalent credential. It is estimated that over a quarter of residents had completed some college but had not received a degree. Overall, the GVRD is an educated community, but fewer residents pursued graduate/professional level degrees.

Table 3: 2020 Greater Vallejo Recreation District Educational Attainment

Level of Education	Greater Vallejo Recreation District	California	USA
Less than 9th Grade	5.39%	8.69%	4.81%
9-12th Grade/No Diploma	6.30%	7.13%	6.53%
High School Diploma	21.78%	18.36%	22.79%
GED/Alternative Credential	3.49%	2.36%	3.92%
Some College/No Degree	26.27%	20.63%	20.13%
Associate's Degree	10.57%	8.07%	8.69%
Bachelor's Degree	19.36%	21.52%	20.24%
Graduate/Professional Degree	6.84%	13.21%	12.89%

Source: 2020 Esri Business Analyst

Household Data

According to Esri Business Analyst, the median household income in the Greater Vallejo Recreation District in 2020 was \$73,172, slightly lower than the State of California (\$77,500). The median home value in Greater Vallejo Recreation District was \$378,943, lower than California (\$566,060) but higher than the United States (\$235,127). The average household size was 2.82 persons in Greater Vallejo Recreation District in 2020, compared to 2.92 in California, and 2.58 in the United States.

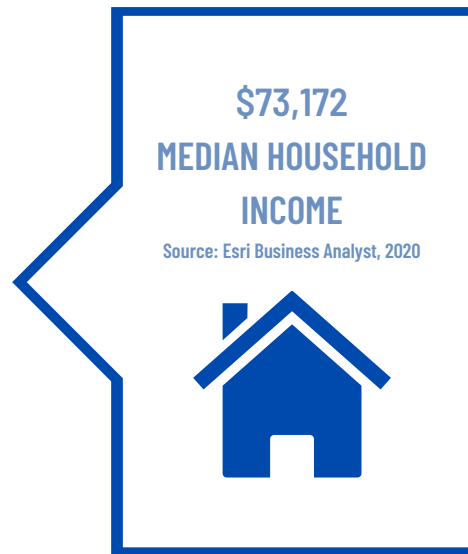
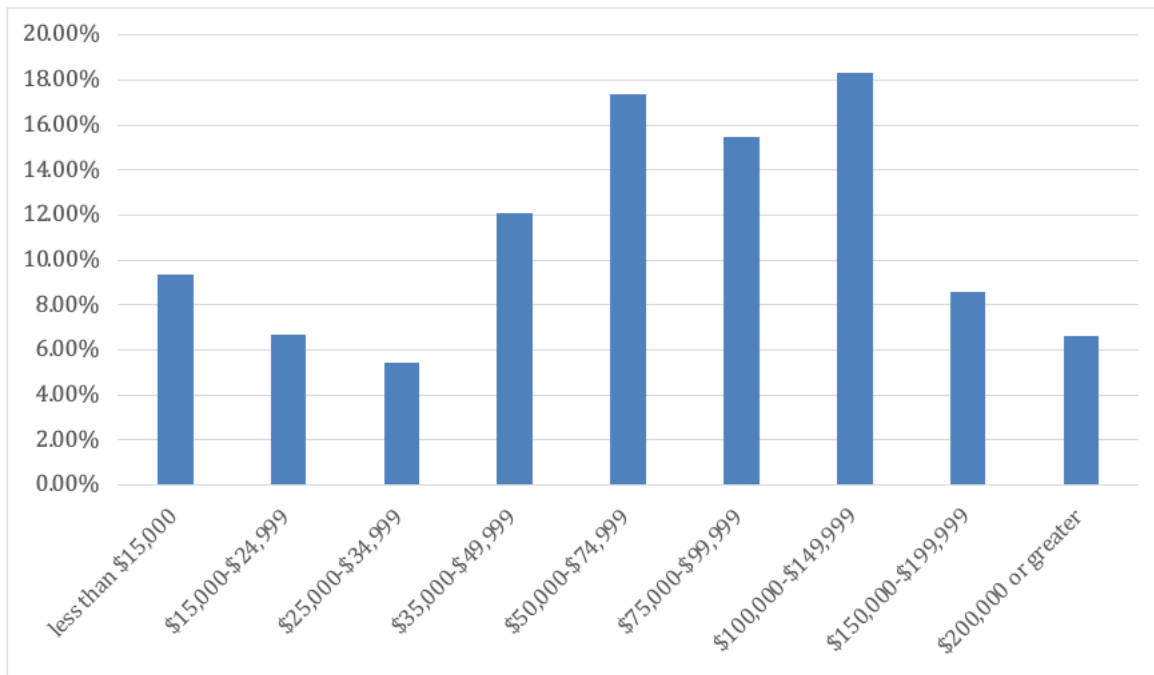


Figure 6: Median Household Income Distribution in the Greater Vallejo Recreation District



Source: 2020 Esri Business Analyst

Employment

In 2020, an estimated 17.7 percent of the population was unemployed, compared to the rate of California (15.7%) and the United States (13%). This rate is reflective of the impact of COVID-19 on the job economy. According to Esri Business Analyst, in 2020, approximately 60 percent of the population was employed in white collar positions, which typically performs managerial, technical, administrative, and/or professional capacities. Approximately 23 percent were employed by blue collar positions, such as construction, maintenance, etc. About 17 percent of residents were employed by the service industry.

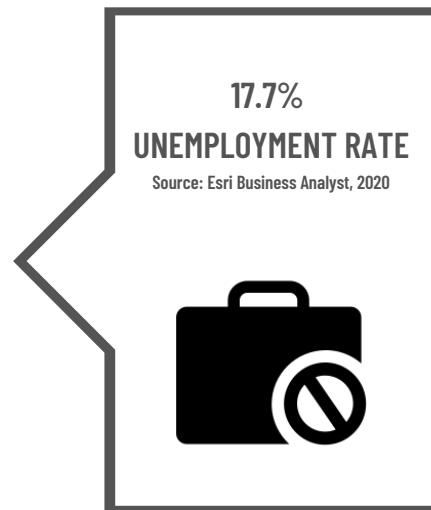
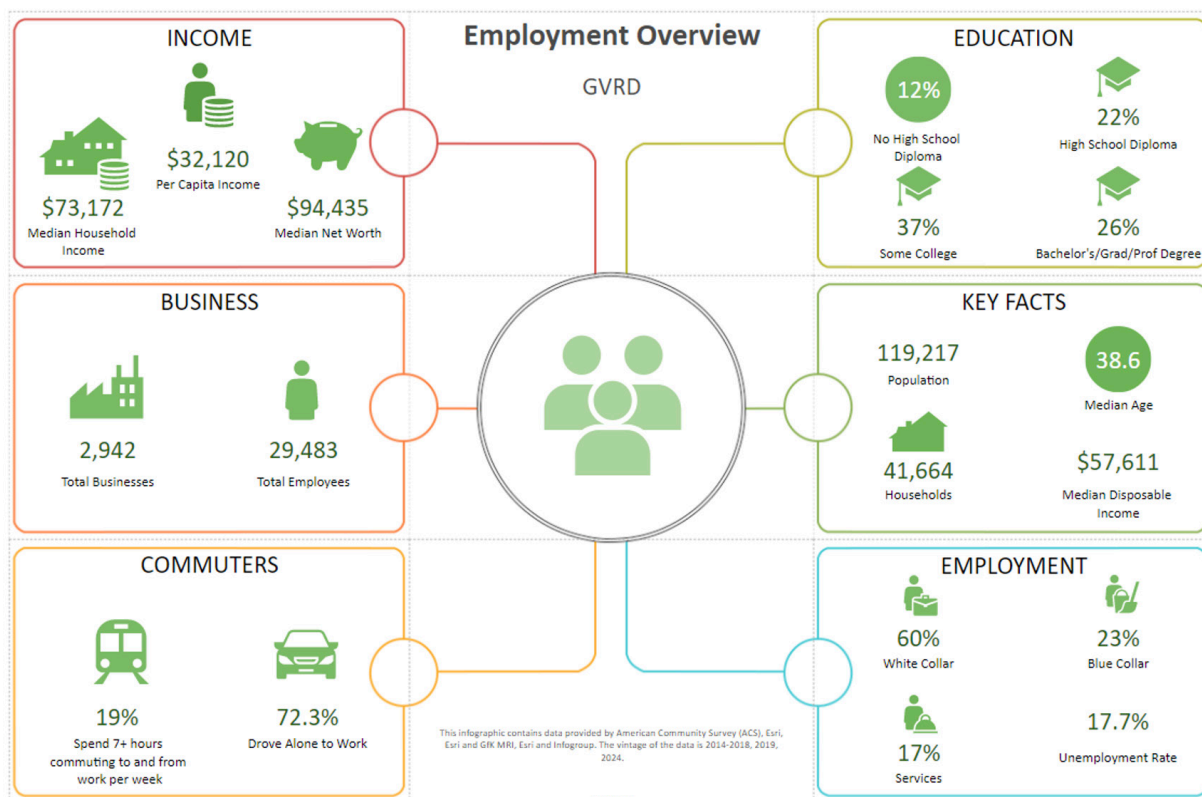


Figure 7: Employment Overview in the Greater Vallejo Recreation District



Source: Esri Business Analyst 2020

Health Rankings

Understanding the status of the community's health can help inform policies related to recreation and fitness. Robert Wood Johnson Foundation's County Health Rankings and Roadmaps provided annual insight on the general health of national, state, and county populations. Solano County ranked 24th of 58 California Counties for Health Outcomes. The health ranking gauged the public health of the population based on "how long people live and how healthy people feel while alive," coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.¹

According to Esri Business Analyst, approximately 27.37 percent of households in 2020 had one or more resident living with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is higher than the state (23.45%) and national average (25.49%), confirming the necessity of inclusive programming and ADA transition plans for parks and facilities.



¹ University of Wisconsin Population Health Institute & Robert Wood Johnson Foundation, County Health Rankings 2020, <http://www.Countyhealthrankings.org>

B. Park and Recreation Influencing Trends

The changing pace of today’s world requires analyzing recreation trends from both a local and national level. From a national perspective, organizations including the National Recreation and Park Association (NRPA), the American College of Sports Medicine (ACSM), and the Outdoor Industry Association (OIA), among many others, summarize and predict the most relevant trends impacting health, wellness, outdoor recreation, and parks for the current year. This broad level overview of 2020 trends can help prepare agencies to understand how the future of parks and recreation might look, and how agencies can be at the forefront of innovation in the field.

Local participation data, sourced from Esri Business Analyst, as well as community input generated from the engagement process, helped determine the relevant trends directly related to the GVRD. This information is intended to provide a foundational context for potential recommendations discussed later in this report.

It should be noted that local participation data that follows is gathered from ESRI Business Analyst and measures the market potential for leisure activities. Market potential estimates the demand for a service or product by calculating the consumption rate from local and national datapoints. These estimates in participation provide a snapshot of fitness and wellness activities throughout the GVRD; participation estimates help frame activities that are uniquely preferred in the GVRD compared to the State. Those activities that have the highest participation serve as a key perspective to understanding the community, and thus providing reference for the recommendations referenced throughout the report.²



² “Methodology Statement: 2019 Esri Market Potential” Esri. https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf, Accessed March 2020

National Parks & Recreation 2020 Trends

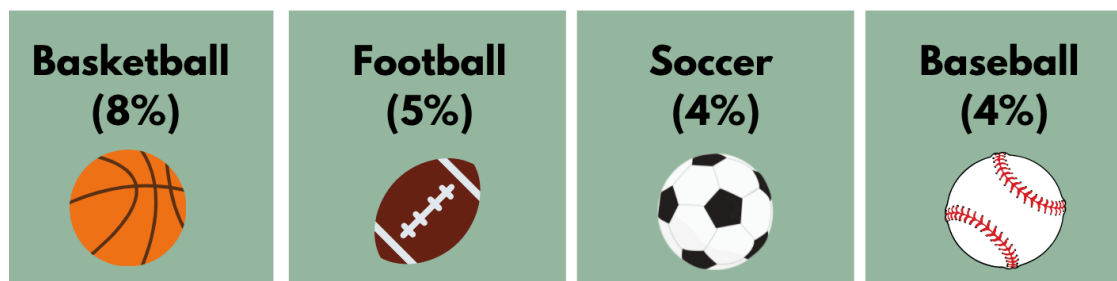
The National Recreation and Park Association (NRPA) annually releases a number of trends that could likely impact parks and recreation agencies. The yearly article identifies the changes agencies are likely to see in the coming year. A summary of key predictions for 2020 and beyond are listed below:

- Recreation centers will continue to become known as community “wellness hubs.” These innovative models of health and wellness will provide safe gathering spaces, access to healthcare providers, food and nutrition assistance, and additional education opportunities. Partnerships will be formed with health-related organizations.
- One-third of agencies will have video surveillance in their parks and facilities, and the public will want more surveillance to enhance security.
- Private businesses will capitalize on delivery services of food and goods via drones in local parks and beaches. Agencies should be prepared on how to regulate the usage of drones in their public areas.
- E-sports will continue to increase in popularity; agencies who are able to provide tournaments or league play can engage teens and young adults that would otherwise not participate in traditional recreation programs.
- Landscape management practices may remove glyphosate, a common pesticide, due to concerns from the International Agency for Research on Cancer (IARC) that the weed killer is “probably carcinogenic to humans.”
- Large parks have the ability to “cool a city” through the presence of trees and green infrastructure. Agencies may look to linear green spaces and trail corridors to reduce climate change and the impacts of extreme heat.

Source: National Recreation and Parks Association³

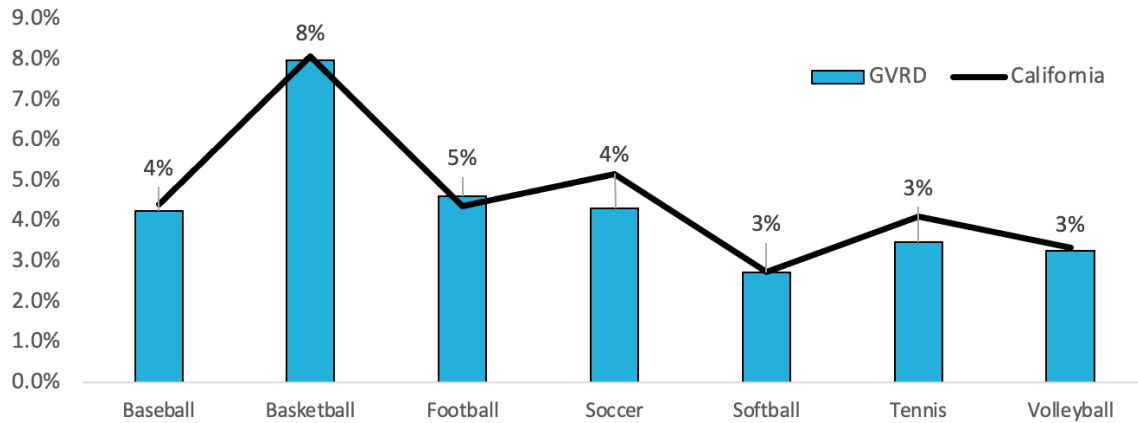
Local Participation in Adult Recreation

Local participation data, sourced from Esri Business Analyst, estimates levels of recreation participation for adults in the area. According to census data, households in the GVRD had high levels of participation in basketball (8%), football (5%), soccer (4%) and baseball (4%).



³ Richard Dolesh, “Top Trends in Parks and Recreation 2020” National Recreation and Parks Association: <https://www.nrpa.org/parks-recreation-magazine/2020/january/top-trends-in-parks-and-recreation-2020/> Accessed 2020.

Figure 8: Team Sport Household Participation



Source: 2019 Esri Business Analyst

National Health & Fitness 2020 Trends

For the past 14 years, the American College of Sports Medicine (ACSM) Health and Fitness Journal has released its fitness trends survey, which collects survey data from 3,000 health and fitness professionals. The following items made up the top ten fitness trends from the study for 2020:

1. Wearable Technology
2. High Intensity Interval Training (HIIT)
3. Group Training
4. Training with Free Weights
5. Personal Training
6. Exercise is Medicine
7. Body Weight Training
8. Fitness Programs for Older Adults
9. Health/Wellness coaching
10. Employing Certified Fitness Professionals

Source: American College of Sports Medicine⁴

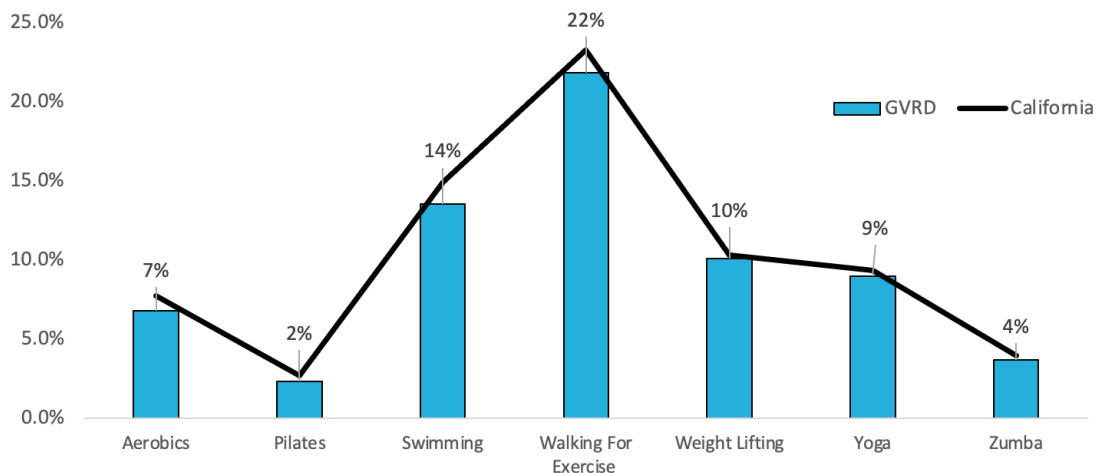
⁴ Walter Thompson, "Worldwide Survey of Fitness Trends for 2020" American College of Sports Medicine, https://journals.lww.com/acsm-healthfitness/Fulltext/2019/11000/WORLDWIDE_SURVEY_OF_FITNESS_TRENDS_FOR_2020.6.aspx Accessed 2020

Local Participation in Fitness Activities

The figure below shows household participation in various fitness activities in the district compared to the State of California. Participation was highest for the following activities:

- Walking for exercise (22%)
- Swimming (14%)
- Weightlifting (10%)

Figure 9: Fitness and Wellness Participation



Source: 2020 Esri Business Analyst

Outdoor Recreation

Outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating \$65.3 billion in federal tax revenue on a national level. Close to half of the US population six and older participated in at least one outdoor activity in 2017. The most popular activity was running – which included both jogging and trail running. Participation among Hispanics and Asians has increased by 1.0 percent and 0.9 percent in the last five years, respectively.

According to the Outdoor Industry Report, the State of California, the outdoor recreation economy generated:

- 691,000 direct jobs
- \$92 billion in consumer spending
- \$30.4 billion in wages and salaries
- \$6.2 billion in state and local tax revenue

Source: *Outdoor Industry Report*⁵

⁵ "California" Outdoor Industry: <https://outdoorindustry.org/state/california/>, Accessed 2020

C. Relevant Research Trends

Parks and recreation agencies have the unique responsibility of providing quality experienced-based recreation opportunities. Understanding current and future trends in recreation can help facilitate memorable experiences for residents and visitors alike.

Community Events

Community-wide events and festivals can act as essential place-making activities for residents and can also serve as an economic driver through the utilization of parks and facilities.

- In a survey of over 5,000 festival-goers, 80 percent of Millennials attended three or more food, wine, or beer events in a typical year. Food-based entertainment, such as cooking demos or contests, has shown to be a reliable way to bring more people to community events when not impacted by the Covid-19 Pandemic.
- Events that encourage social media sharing will increase brand recognition and grow potential audience for future events. Using exclusive hashtags, installing visually appealing artwork, and utilizing photo booths are just a few ideas
- Local events can appeal to residents if there is a unique one-of-a-kind experience. By focusing on a specific, personalized niche rather than appealing to a broad audience, residents may feel as if the event was created just for them

According to the 2020 Event Trends Report by EventBrite, the following trends are expected to impact event planners and community builders in the coming years:

- Focus on sustainability: Zero-waste events are quickly becoming an expectation. Some of the primary ways of prioritizing environmental sustainability include e-tickets, reusable, or biodegradable items, offering vegan/vegetarian options, encouraging public transport, and carpooling, and working with venues that recycle.
- Diversity, Equity, and Inclusion (DEI): Ensuring that the venue is inclusive to not only all abilities by offering ADA facilities, but also welcoming to all races, ethnicities, and backgrounds through signage, messaging, and the lineup of speakers. Ways to incorporate a focus on inclusivity include planning for diversity through speakers, talent, and subject matter, enacting a code of conduct that promotes equity, and providing scholarships to attendees.
- Engaging Experiences: Being able to customize and cater the facility to create immersive events that bring together culture, art, music, and elements of a company's brand will be critical in creating a more authentic experience.⁶

Concern with digital divide may also greatly impact event planners and community builders, especially related to digital marketing.

Dog Parks

Dog parks continue to see high popularity and have remained among the top planned additions to parks and recreational facilities overtime. Dog parks help build a sense of community and can draw potential new community members together as well as invite tourists who may be traveling with pets. Dog parks can be as simple as a gated area, or more elaborate with "designed-for-dogs" amenities like water fountains, agility equipment, and pet wash stations. Even "spray grounds" are being designed just for

⁶ The Future of Festivals: 8 Trends You Need to Know" EventBrite. Accessed 2020.

dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

Amenities in a dog park might include the following:

- Benches, shade and water – for dogs and people
- At least one acre of space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splash pads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations
- Area sectioned off for small dogs and large dogs

Fitness & Wellness Trends

- Parks and recreation agencies provide health and wellness benefits by increasing physical activity, reducing stress, and improving mental health
- People that utilize parks, trails, and open space are three times more likely to meet their recommended levels of physical activity compared to nonusers
- Approximately 73 percent of adults agree that parks, trails, and open space are an essential part of the healthcare system
- Parks that have walking loops increase physical activity in older adults by 3.5 times

National Healthy Lifestyle Trends

The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey⁷:

- 89 percent of respondents' parks and recreation departments should take the lead in developing communities conducive to active living
- 84 percent had already implemented recreation programs that encourage active living in their community
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks

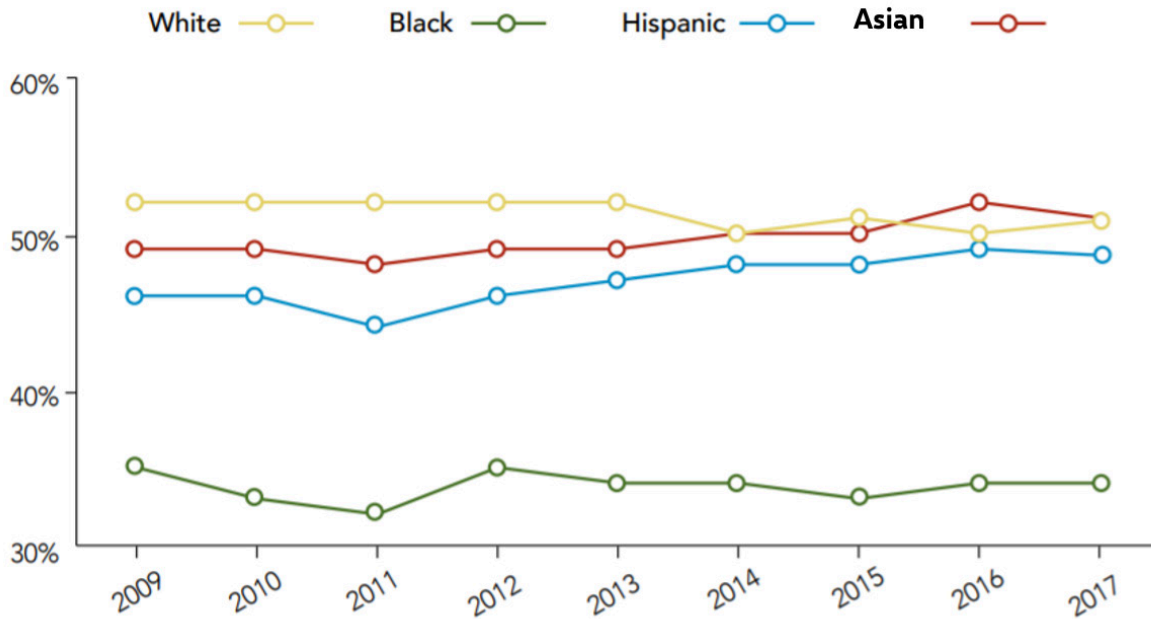
Multiculturalism/Racial Diversity

As the recreation field continues to function within a more diverse society, acknowledging and respecting individuals of all races and ethnicities will become increasingly critical in every aspect.

According to the 2018 Outdoor Participation Report, participation rates among diverse groups is evolving quickly, even in the last ten years. African Americans have participation rates less than 40 percent consistently in the last decade. Meanwhile, Asians have increased in participation since 2011, reaching over 50 percent in 2016. Hispanics are also increasing participation. The following sources, sourced from the 2018 Outdoor Participation Report, demonstrates these changes since 2009.

⁷ "Active Living Approached by Local Government Survey," International City/County Management Association, <http://book-store.icma.org/freedocs/Active%20Living%20and%20Social%20Equity.pdf>, 2004.

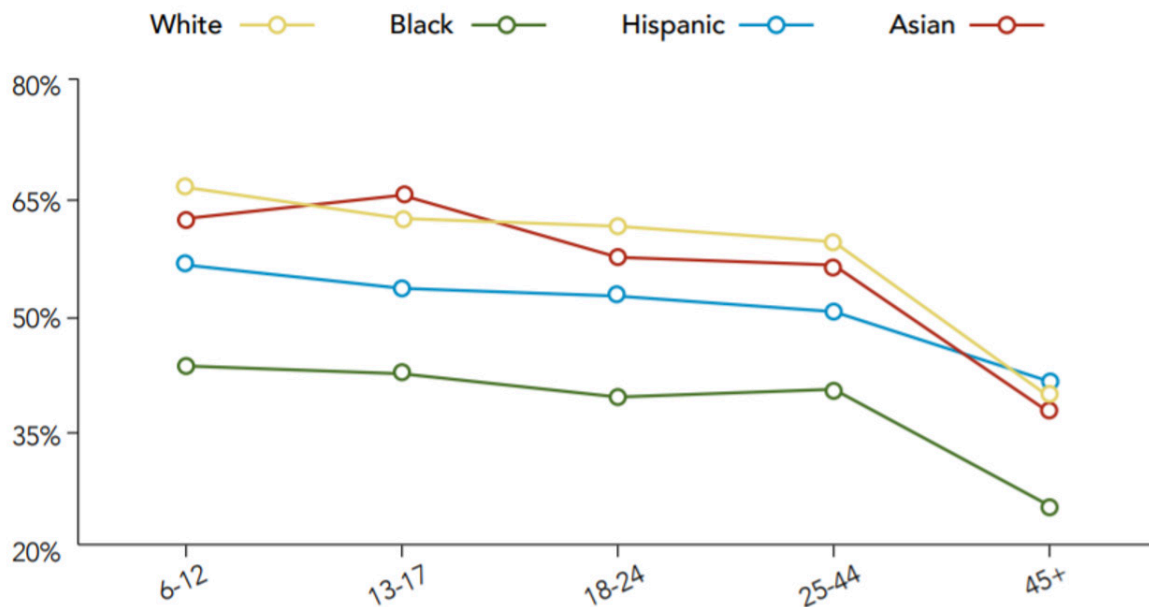
Figure 10: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

Participation in outdoor activities is higher among Caucasians than any other ethnicity, and lowest among African Americans in nearly all age groups. **Figure 11** demonstrates that those under 18 have much higher participation rates than all other age groups.

Figure 11: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

According to the report by the Outdoor Industry Association, there are a variety of reasons why people do and do not participate. Many of those reasons are similar regardless of demographics, but it is helpful to look at the top motivations of each race to understand potential barriers. Below is a compiled list of the motivations and reasons that various races participate, as well as the top activities that each group participates in.

African Americans



Top Five Reasons to Get Outside:

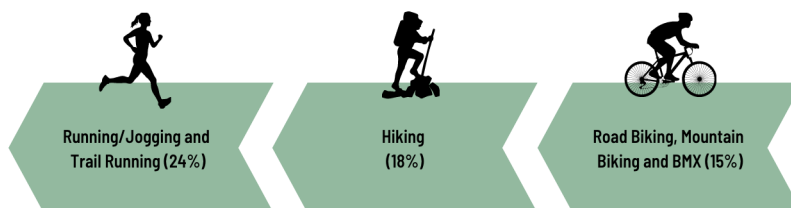
- Get Exercise (61%)
- Be with Family and Friends (53%)
- Keep Physically Fit (52%)
- Be close to nature (40%)
- Observe Scenic Beauty (33%)



Top Five Reasons not to Participate:

- I do not have anyone to participate with (21%)
- Too Busy with Family Responsibilities (20%)
- Outdoor Recreation Equipment is Expensive (19%)
- I do not have the skills or abilities (18%)
- I do not have enough information (15%)

Asian Americans



Top Five Reasons to Get Outside:

- Get Exercise (65%)
- Be with Family and Friends (59%)
- Observe Scenic Beauty (52%)
- Keep Physically Fit (50%)
- Enjoy the Sights and Smells of Nature (50%)



Top Five Reasons not to Participate:

- Outdoor Recreation Equipment is Expensive (21%)
- I do not have anyone to participate with (21%)
- I do not have the skills or abilities (20%)
- Too Busy with Family Responsibilities (19%)
- Too busy with other recreation activities (12%)

Research about outdoor recreation among Asian Americans in the San Francisco Bay Area (Chinese, Japanese, Korean, and Filipino)⁸ found significant differences among the four groups concerning the degree of linguistic acculturation (preferred language spoken in various communication media). The research suggests that communications related to recreation and natural resource management should appear in ethnic media, but the results also suggest that Asian Americans should not be viewed as homogeneous regarding recreation-related issues. Another study⁹ found that technology use for finding outdoor recreation opportunities is highest among Asian/Pacific Islander populations. Over 60% of these populations use stationary or mobile technology in making decisions regarding outdoor recreation.



Caucasians



Top Five Reasons to Get Outside:

- Get Exercise (57%)
- Be with Family and Friends (47%)
- Keep Physically Fit (44%)
- Be Close to Nature (42%)
- Observe Scenic Beauty (37%)



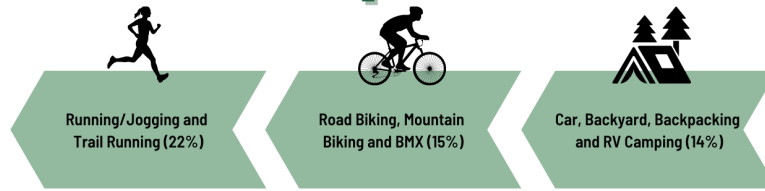
Top Five Reasons not to Participate:

- Too busy with family responsibilities (24%)
- Outdoor recreation equipment is expensive (18%)
- I do not have anyone to participate with (18%)
- I do not have the skills or abilities (15%)
- I have a physical disability (11%)

8 P.L. Winter, W.C. Jeong, G.C. Godbey, "Outdoor Recreation among Asian Americans: A Case Study of San Francisco Bay Area Residents," *Journal of Parks and Recreation Administration*, 2004.

9 Harry Zinne and Alan Graefe, "Emerging Adults and the Future of Wild Nature," *International Journal of Wildness*, December 2007.

Hispanics



Top Five Reasons to Get Outside:

- Get Exercise (61%)
- Keep Physically Fit (45%)
- Be with Family and Friends (39%)
- Observe Scenic Beauty (33%)
- Be Close to Nature (32%)



Top Five Reasons not to Participate:

- Too Busy with Family Responsibilities (19%)
- Outdoor Recreation Equipment is Expensive (18%)
- I do not have anyone to participate with (16%)
- Places for Outdoor Recreation are Far Away (13%)
- Places for Outdoor Recreation are Expensive (13%)

In the United States, the Hispanic population increased by 43% over the last decade, compared to 5% for the non-Hispanic population, and accounted for more than half of all the population growth. According to Emilyn Sheffield, Professor and chair of the Department of Recreation, Hospitality and Parks Management at California State University, Chico, the growing racial and ethnic diversity is particularly important to recreation and leisure service providers, as family and individual recreation patterns and preferences are strongly shaped by cultural influences.¹⁰



¹⁰ Emilyn Sheffield, "Five Trends Shaping Tomorrow Today," *Parks and Recreation*, July 2012, p. 16-17.



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SECTION 3

COMMUNITY INPUT

FOUNDATION OF THE MASTER PLANNING PROCESS



- A. OUTREACH STRATEGY
- B. COVID-19 PANDEMIC
- C. PUBLIC PARTICIPATION



A. Outreach Strategy

An important goal of the master planning process was to complete a comprehensive needs analysis that incorporated the opinions, needs and desires of as many Greater Vallejo Recreation District residents as possible. To meet this goal, District Staff and GreenPlay initiated a series of stakeholder interviews, focus group meetings, public forums, and completed statistically valid and open link surveys. This process helped to create recommendations and prioritized action items for the District to implement over the next ten years. This chapter summarizes the outreach process and provides background, qualitative and quantitative data collected.

B. Covid-19 Pandemic

District Leadership and GreenPlay both prioritized safety and well-being of all personnel and community members involved in the planning process. The Centers for Disease Control and the Governor of California's safety protocols were carefully followed and as a result, all input was completed using GreenPlay's Mobile Optimized Engagement tools, utilizing the Zoom digital platform. The results of the engagement process were thorough, comprehensive, and encouraging. Participant numbers for each step were as good or better than expected for in-person engagement. Additional written comments were also received.

C. Public Participation

The outreach strategy included four elements:

1. Stakeholder interviews – In-depth conversations around the strengths, weaknesses, priorities and future vision for the District
2. Focus groups meetings that focused on District strengths, weaknesses, priorities, facilities, park amenities, and programs
3. Public forums on the Zoom digital platform for District residents
4. Statistically valid (random, mailed) and open link surveys

Stakeholder Interviews (May, June, and August 2020)

Fifteen key stakeholders were interviewed that included elected leaders in the City of Vallejo and Solano county, City of Vallejo executive staff, elected GVRD board members and key partners.

Focus Group Meetings (August 2020)

The meetings were by invitation, intended to mix area residents and stakeholders to solicit broad-based perspectives. Each meeting was between 60 and 90 minutes long and a series of questions were facilitated by GreenPlay to ensure that all attendees had opportunity to participate. In-depth interviews were held with twenty-one District staff and twenty-six community members, some representing non-profit groups, sports providers, civic groups, Solano County, environmental advocates, and members of the City of Vallejo staff.

Public Forums (August 20, 2020 and January 20, 2021)

Two public forums were held to solicit feedback and confirm findings. The first, on August 20th focused on information gathering to learn community members' needs, desires, and priorities for the District. The public forum included an informational presentation that summarized results from the public engagement process to date, and an interactive question and answer session. Ninety-three community members participated. See the full GVRD Parks and Recreation Master Plan Update – Community Engagement Memorandum was provided as a staff document and is in **Appendix D**.

Over the course of the process, the group meetings, stakeholder interviews, and public forums collectively received input from one hundred fifty-five community members and stakeholders. District priorities were identified, as were desires for new park amenities and new programs and services as follows:

Priorities

- Safety in parks and facilities is of the utmost importance to residents
- Diversity, equity, and inclusion are top focus areas for the District
- The District needs to prioritize serving the most diverse populations
- Replacement of the Sports Center that closed in early 2020 on Mare Island is highly desired
- Upkeep of parks and facilities, cleanliness, and trash removal needs to be improved
- The impact of the Homeless issues in the City creates a barrier to resident's use of the parks
- The District could benefit from a better, more defined, and equitable relationship with both the City of Vallejo and the Vallejo Unified School District
- Consideration should be given for additional facilities (aquatic facility, additional fields for youth sports, a dedicated pickleball facility, improvements to the trail system, additional restrooms in parks, another dog park, and an increased number of outside basketball hoops)
- Transportation appears to be a barrier to participation for some District residents
- Residents were interested in improvement of the District's visibility, marketing and communication
- A priority was voiced to increase programming and events in neighborhood parks
- Issues with crime in the City can be addressed by recreation programs

Amenities desired

- Walkable parks within the neighborhoods
- A replacement for the Sports Center on Mare Island
- An additional aquatic facility
- Additional little league and soccer fields, artificial turf fields with lights
- All-inclusive playground
- A world class, state of the art, pickleball facility
- Improved regional and local nature trails, connected to schools and parks
- Restrooms at parks for small children
- Additional dog parks
- Additional outdoor basketball courts
- Shade structures over reservable picnic areas
- Additional places to skate – roller and ice
- A disc golf course
- BMX track, pump track for bikes

- Outdoor gym with work out equipment in the parks
- Better river access
- Interactive art and music installations in parks
- New amenities for the baseball fields, like a batting cage

Programs

- Programs offered in the neighborhood parks
- More activities on the lake, possibly S.C.U.B.A. diving
- Need more than one senior citizen center and more senior programming for exercise, social interaction, and outdoor activities
- Public art master plan and art in the parks. Art programs: maps, scavenger hunts, interactive art classes (pottery, painting, photography)
- Youth sports programs in partnership with local non-profit organizations
- Additional aquatic programs
- Sports programs spread around the District rather than in single locations
- Transportation – free shuttle to parks and recreation facilities
- Youth activities, summer camps and programs for teens
- Instructional pickleball classes and activities
- After school programming

Statistically Valid and Open Link Surveys (October-November, 2020)

RRC Associates designed a statistically valid citizen survey based on information gathered from the stakeholder and staff interviews, focus group meetings, and the first public forum. The survey was mailed to a randomly selected list of 4,854 District residents who had the option of completing the survey by hand or Online using a pass-code. In addition to providing statistically valid responses, the random survey also served to capture opinions of residents who may not have utilized District parks or programs in the past. Approximately ten days later, an open link survey was introduced, allowing all community members to take part in an Online survey opportunity. The public engagement process and results from the survey identified key areas to focus on and recommendations to provide the Greater Vallejo Recreation District with a better understanding of the community's future needs and priorities. A focus of the engagement process was to be inclusive, providing opportunities for all community members and stakeholders to voice opinions and comments for inclusion in the master plan.

The random, invitation survey received 372 completed surveys which resulted in a margin of error of +/-5% or a 95% confidence level. While some margin of error is always present in survey research, the confidence level suggests that, within 5%, District leadership can be confident in the accuracy of their data driven decisions.

District staff worked diligently to ensure adequate promotion of the survey which accounts for the greater than 800 random invitation and open link surveys completed.

Methodology

4,854 Survey Mailed



372 - Invitation
Surveys Completed
+/- 5.0 Margin of Error



510 - Open Link
Surveys Completed

882
Total
Completed
Surveys

Primary Methods

1 = Statistically (Invitation Survey)

Mailed survey with an option to complete online through password protected website

2 = Open Link Survey

Online survey available to all residents of Greater Vallejo Recreation District

A total of 4,854 surveys were mailed to residents who live within the GVRD. Eight hundred eighty-two surveys were completed which determined the survey to be within a margin of error +/- 05% or a 95% confidence level. Results of the survey and community input are referenced throughout the plan. More detailed information can be found in the GVRD Master Plan Final Survey Report, December, 2020 provided as **Appendix E**. The data was weighed to ensure adequate representation of the population of District residents. As an incentive, survey participants were entered into a community raffle.

The survey focused on usage of parks and recreation programs, satisfaction, priorities, communication, needs and desires and was forward looking – future facilities, amenities and program opportunities for improvement.

Key Findings

After reviewing all data received through the survey the consultant team summarized key findings which are **below in the figures**. These findings present a quick overview of the survey outcomes.

Key Findings



PARKS & REC USAGE

Nearly three-quarters of the invite respondents indicate they use GVRD offerings occasionally or more often. Open link respondents have a higher frequency of use than invite respondents; 45% of open link respondents are frequent users. .



LEVEL OF SATISFACTION

Respondents are moderately satisfied with the overall quality of parks and recreation offerings provided by GVRD. All offerings averaged 2.8 to 3.2 on the 1 to 5 scale for overall quality, indicating room for improvement.



IMPORTANCE

Parks and open spaces, trails and pathways, and amenities at parks are the most important facilities and services to resident households.



COMMUNICATION

Email is the best method to receive information about parks and recreation offerings. The activity guide/brochure and social media are also popular ways to reach residents of GVRD. Results demonstrate a need to maintain diversify in communication methods.

Key Findings



FUTURE NEEDS

Improvements/renovations to existing facilities, more trails, new sports complex, more aquatics, and improvements to community centers are the most important facility needs for the next 5-10 years. Offering more activities for residents and teen/youth programs are the most important programming needs.



FUNDING SOURCES

More private/public partnerships has strong support as a potential funding source. New property or sales taxes, however, have very limited support. Support for a bond referendum or hospitality tax is more mixed.



INCREASE USE

Improved safety and security, better condition/maintenance of parks/facilities, and better lighting would increase use at GVRD parks and recreation facilities.



VALUES & VISION

Ensuring parks and recreation opportunities are accessible to all residents and providing a high level of safety and security at facilities are considered the most important issues to focus on for the future.

Other findings from the survey are listed below and were integrated into the development of recommendations and actions for the Master Plan update.

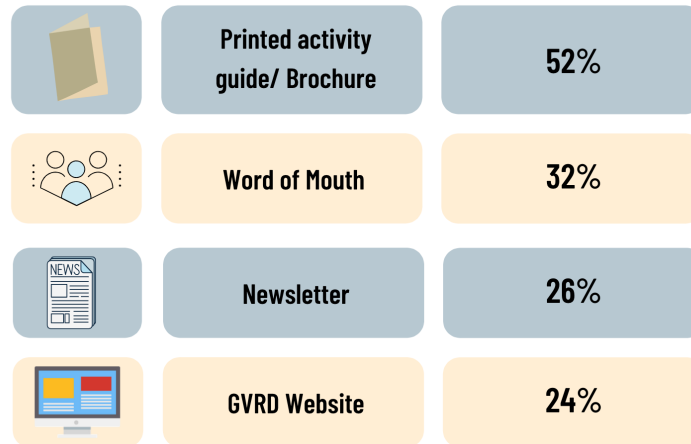
Communication Methods

The top two prevalent methods to receive information among invitation and open link respondents are the Activity Guide/Brochure (53% overall), word of mouth (32%) and the GVRD Website (28%). Social media, newsletters and email marketing are important ways of receiving information as well. Results demonstrate the District uses a diversified group of methods to communicate to residents.

The four preferred ways to receive communication, per the invite survey were:

Current Communication Method

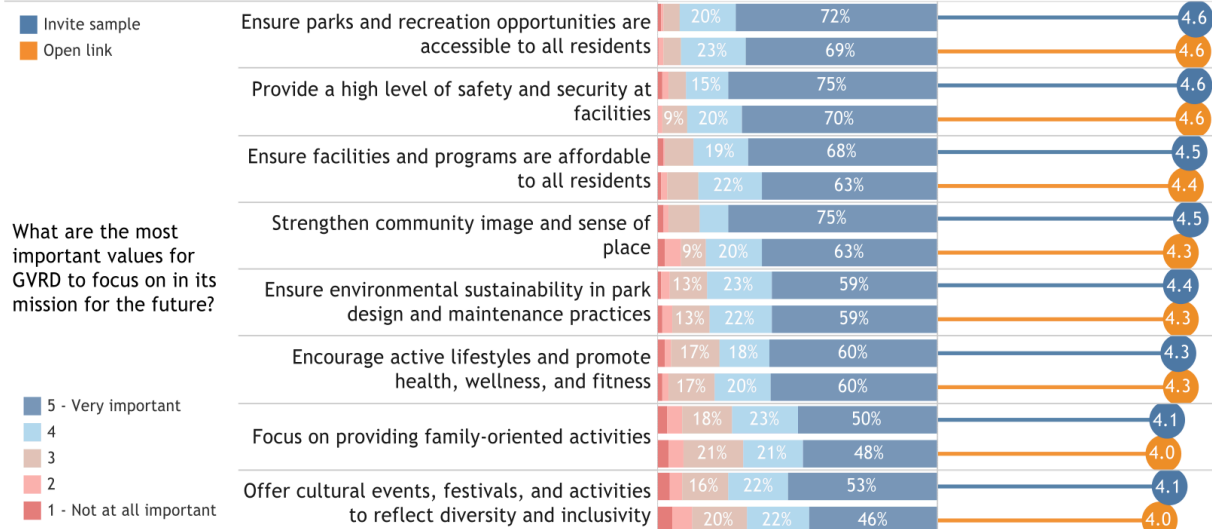
(Invitation Sample Only)



Important Community Issues

On a scale of 1-5 with 1 being not at all important and 5 being very important, respondents identified the most important priorities for the next ten years to be improve and renovate existing parks and facilities, add additional trails, and enhance teen and youth programs. Results are also presented in the master plan by neighborhood area.

Greater Vallejo Recreation District Master Plan Survey Values and Vision

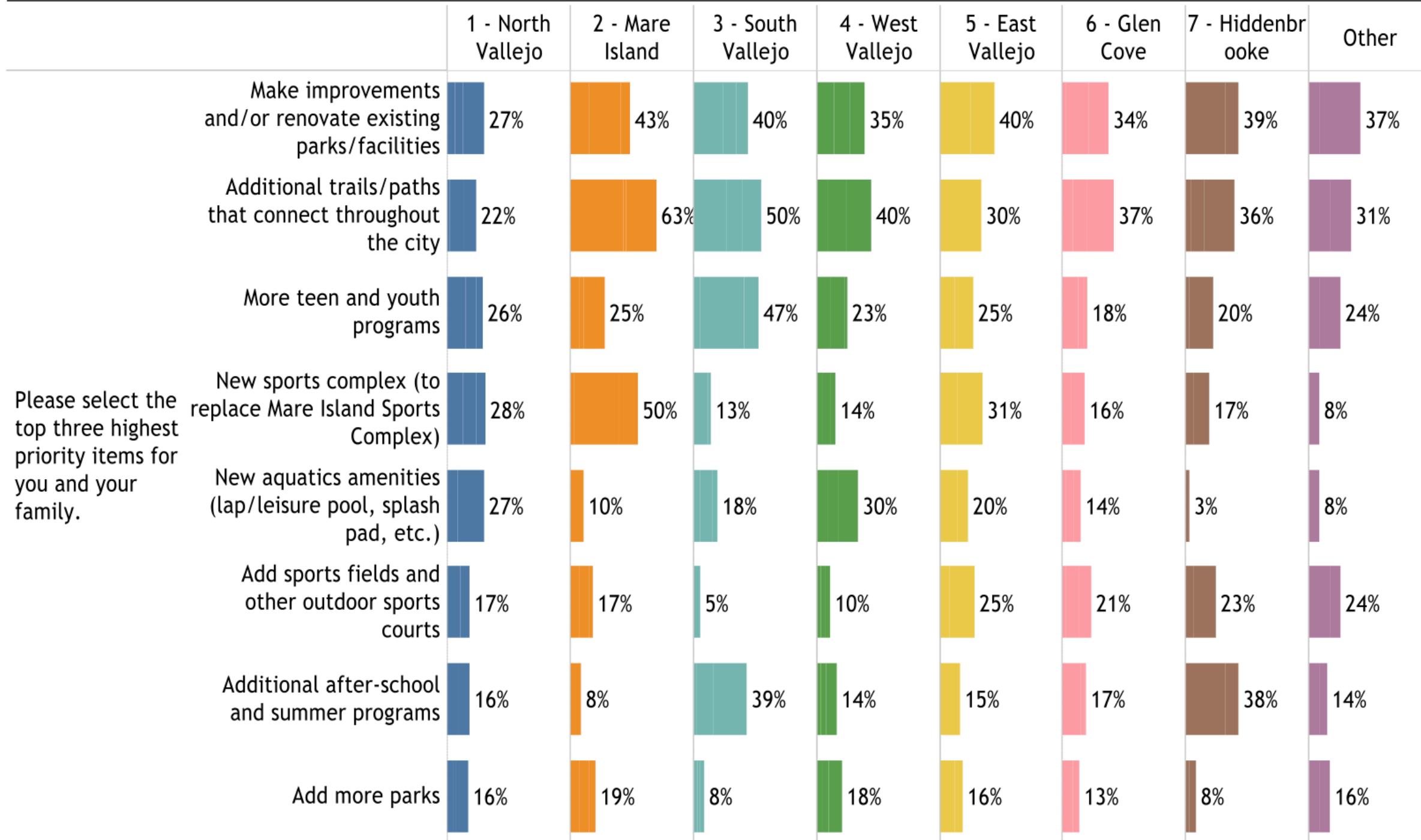




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Greater Vallejo Recreation District Master Plan Survey Top 3 "Future Facilities, Amenities, and Programs" Combined

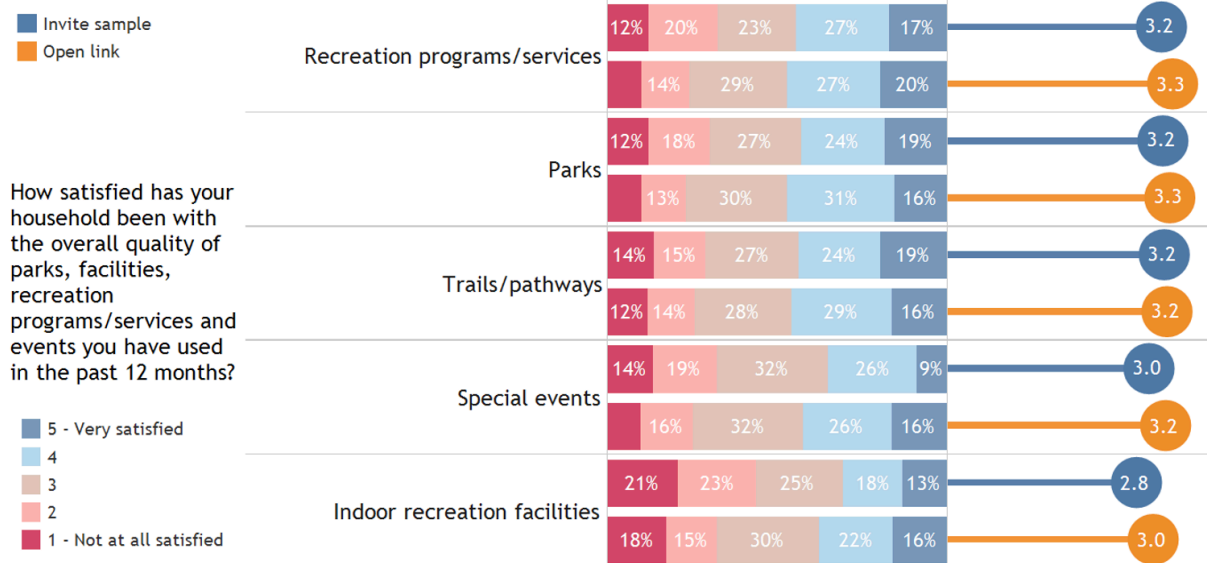


Please select the top three highest priority items for you and your family.

Current Satisfaction

When asked how satisfied households are with the overall quality of the parks and recreation offerings provided by the District, the majority of invitation and open link respondents rated their satisfaction levels with all offerings as a 3 on a scale of 1 to 5 (very satisfied), while a very small percentage rated their satisfaction level as a 1 or 2. Satisfaction was nearly identical for each of the areas respondents rated.

Greater Vallejo Recreation District Master Plan Survey Satisfaction

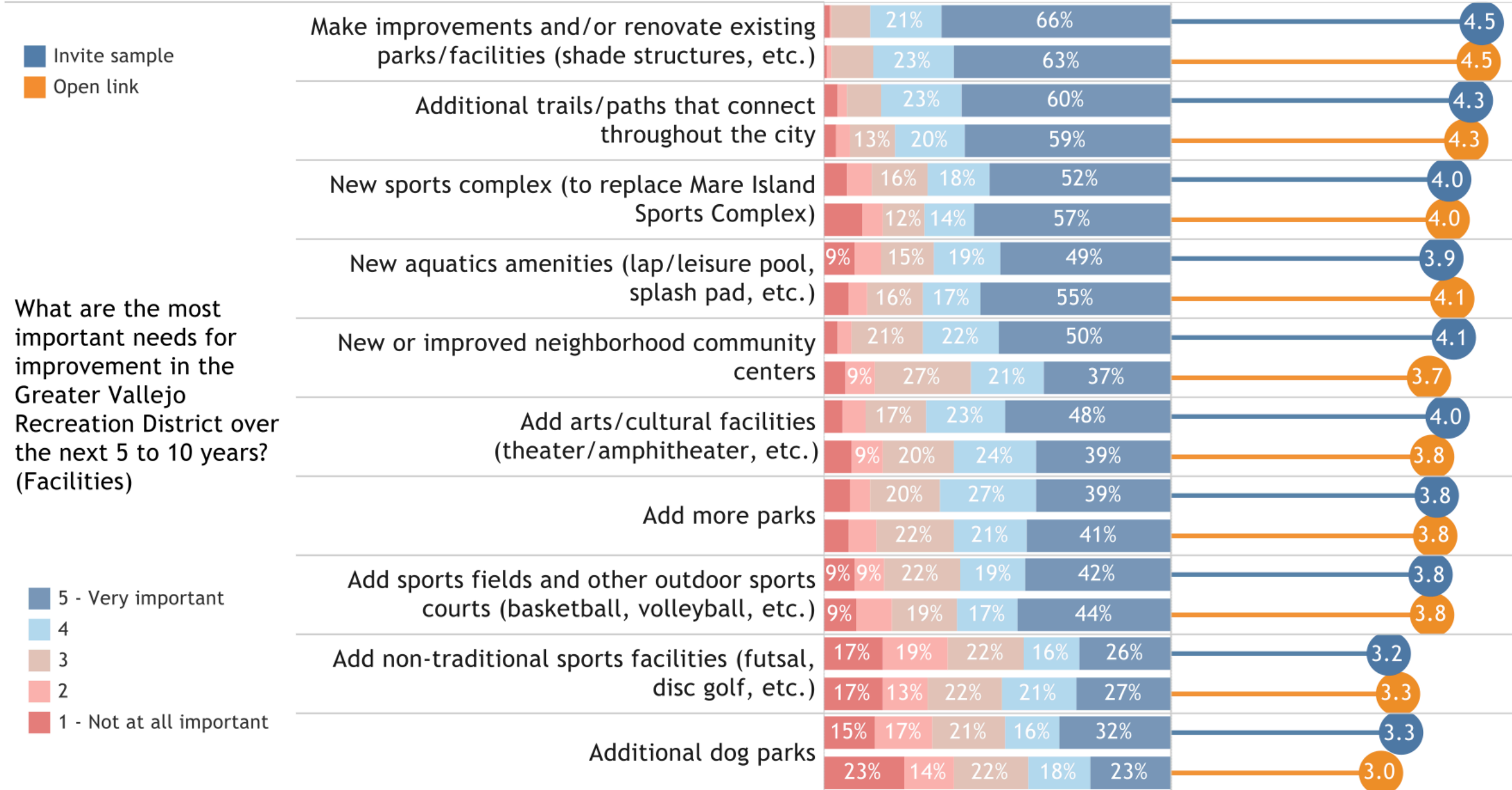


Future Needs

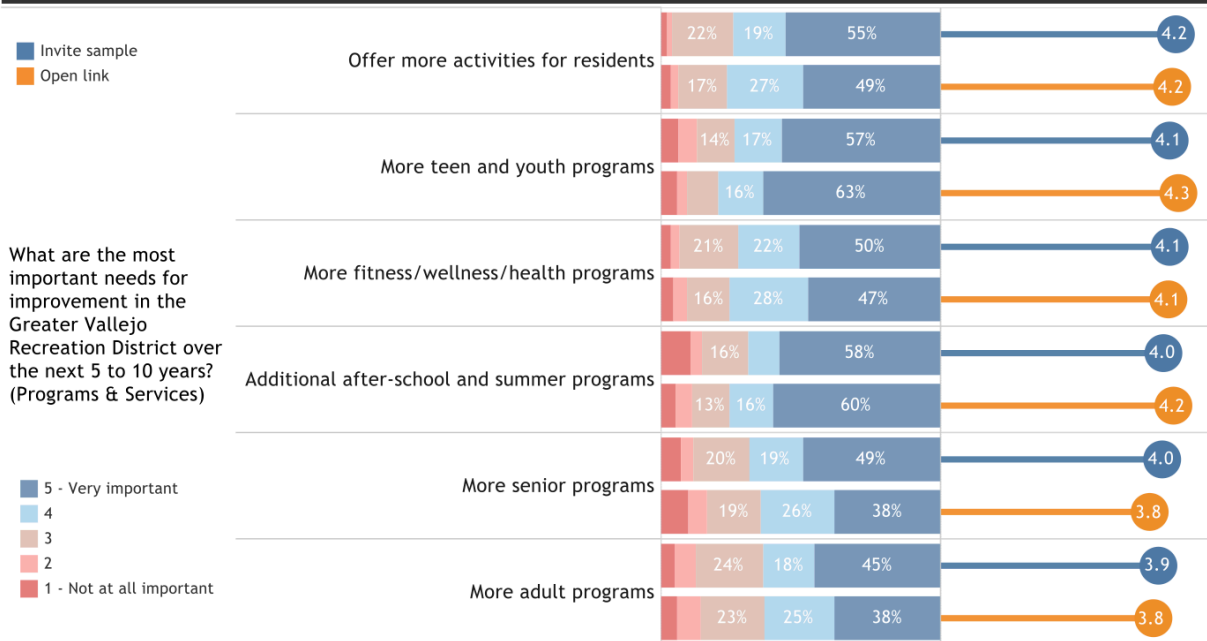
In terms of future needs for facilities and amenities, both the invitation and open link samples have the greatest need or desire for new special events/festivals, improved communication and online information, and additional adult classes/activities. The open link sample also rated youth, pre-teen, and teen classes/activities as particularly important. The open link sample generally expressed greater levels of importance than the invitation sample for most programs and services.



Greater Vallejo Recreation District Master Plan Survey Future Facilities, Amenities, and Programs



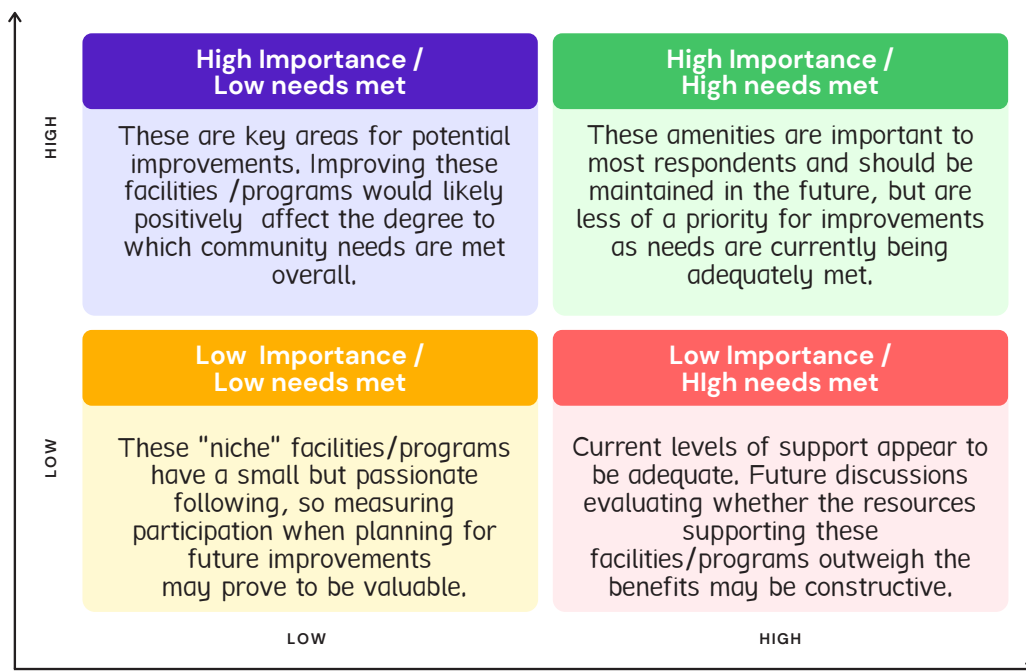
Greater Vallejo Recreation District Master Plan Survey Future Facilities, Amenities, and Programs



Importance and Performance Factors

To help prioritize future resource allocation and services to offer, survey respondents were asked which needs are important to their households and how well they thought the District is currently meeting those needs.

Importance - Performance Matrix



Among invite respondents, the items that require the most attention (high importance, lower meeting of needs) are Amenities, (shade and picnic) at parks, volunteer opportunities, recreation programs/ activities and senior programs. Among the open link respondents, they were similar with special events, recreation programs and activities, amenities, (shade and picnic) at parks and Four Peeks Park. SEE **Figures 12 and 13.**

Figure 12: Level of Importance vs. Needs Met (Invite Sample)

Importance - Performance Matrix (invite)

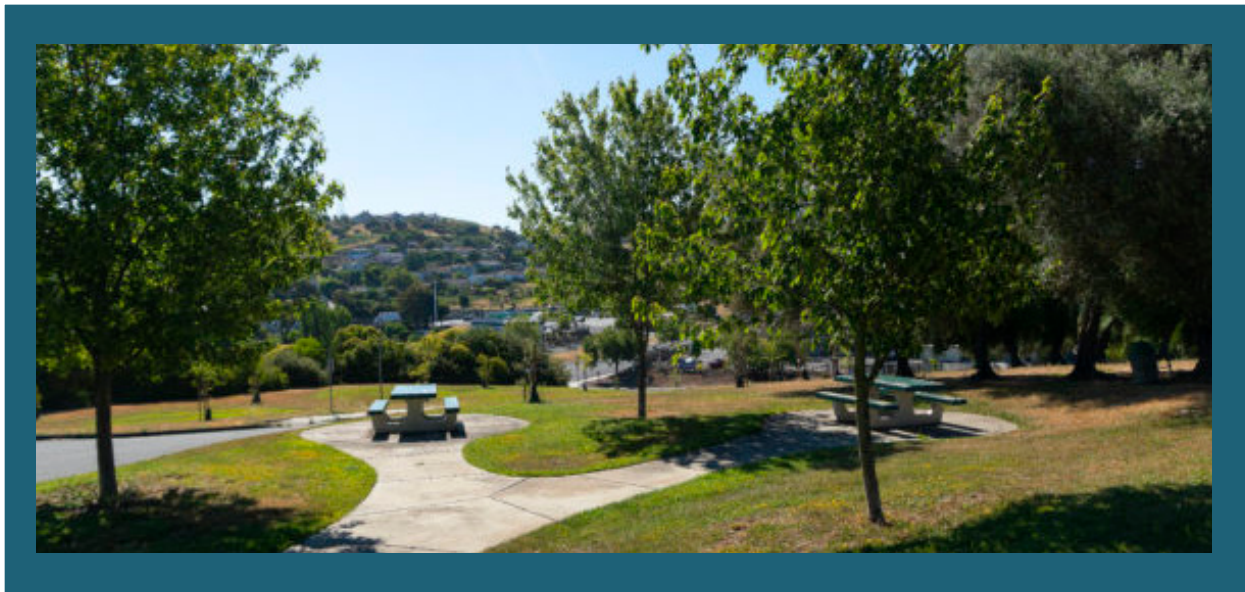
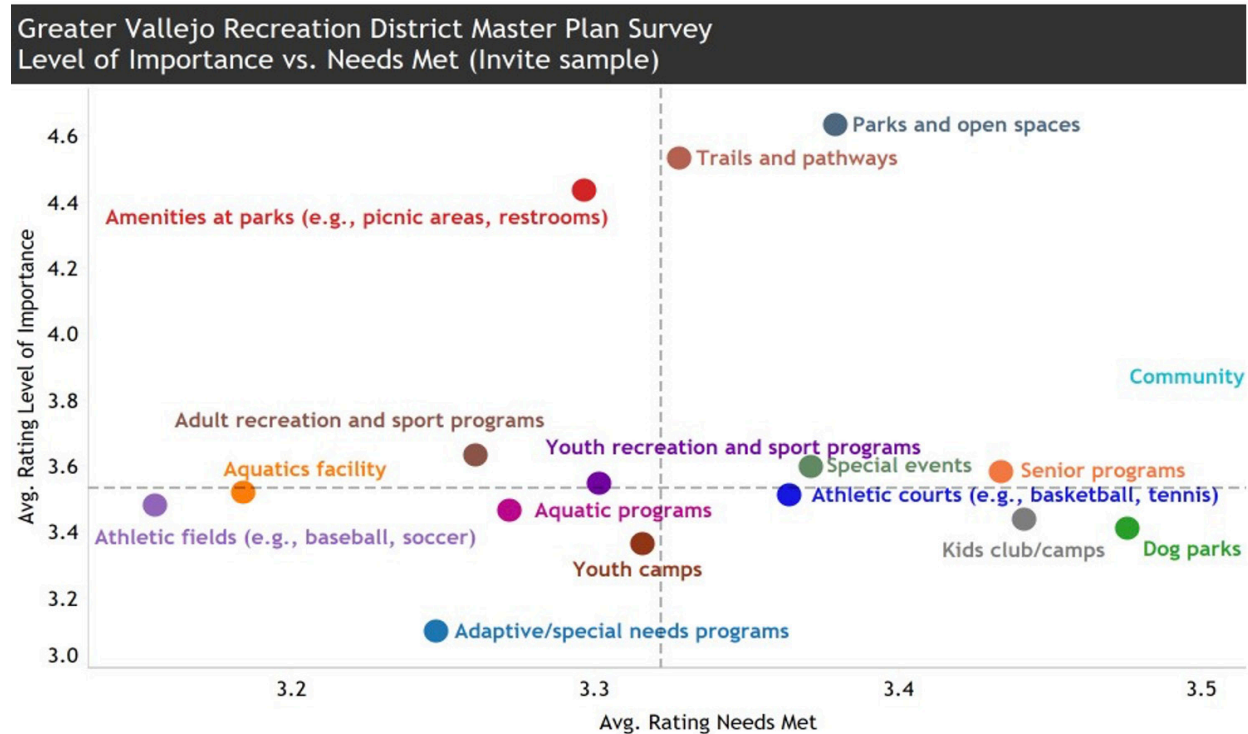
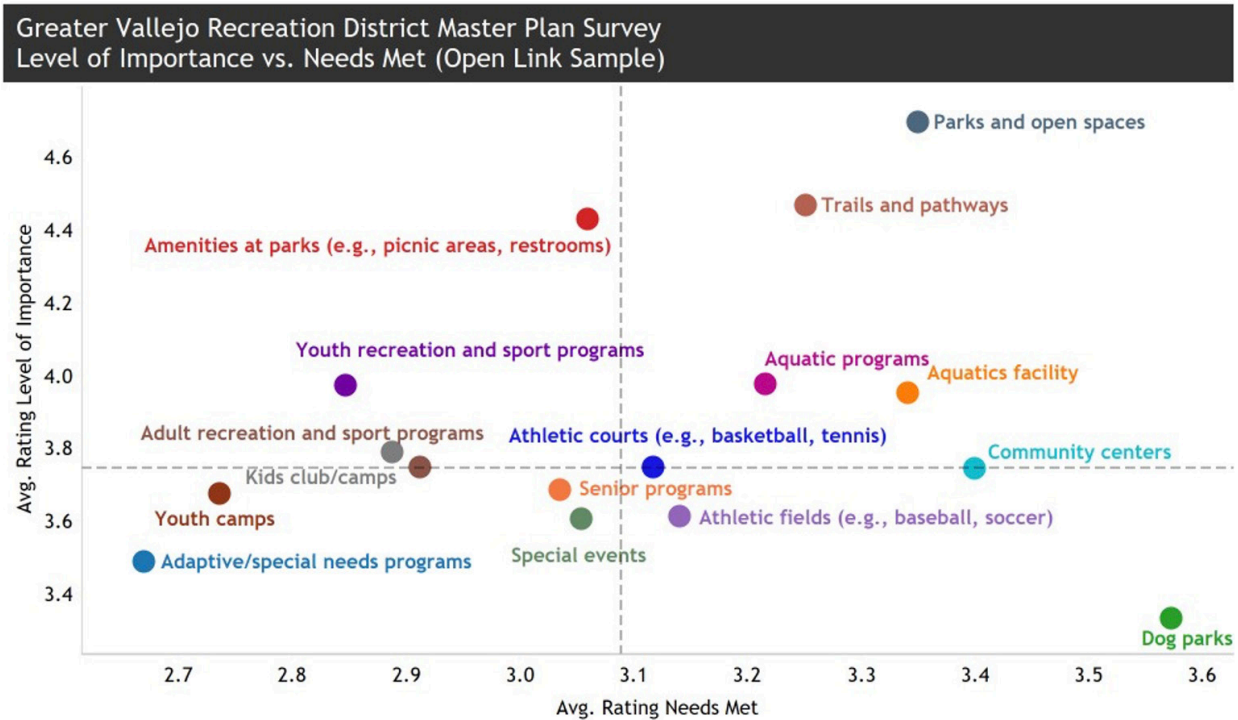


Figure 13: Level of Importance vs. Needs Met (Open Link Sample)

Importance – Performance Matrix (open link)



LEGEND :





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SECTION 4

WHAT WE HAVE NOW

INVENTORY, AND LEVEL OF SERVICE (LOS)



- A. INVENTORY OF PARKS AND FACILITIES
- B. LEVEL OF SERVICE ANALYSIS
- C. TRAIL SYSTEMS
- D. KEY CONCLUSIONS – INVENTORY, LEVEL OF SERVICE (LOS) ANALYSIS
- E. FUTURE DISTRICT ENHANCEMENTS AND PRIORITIZATION



A. Inventory of Parks and Facilities

Parks and facilities were inventoried and assessed for function and quality in July 2020 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components or modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance comfort and convenience. Further definitions and discussions are in **Appendix F**.

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and the entire park. The study uses the resulting scores to compare sites to each other and analyze the park system's overall performance.

Assessment Summary

Observations and conclusions based on visits to each park or facility include the following:

- Outdoor
 - Parks generally have poor signage and entry delineation
 - The irrigation system is antiquated, resulting in poor turf condition
 - There are opportunities to expand the turf reduction program
 - Homelessness creates great strain on the system
 - Parking lot conditions are poor throughout
 - There are opportunities to improve ADA access
 - Bleachers need to be updated to code
 - Some restrooms appear outdated and rundown
 - Cleaning, opening, and closing is a significant workforce issue
- Indoor
 - Facilities could be expanded, updated, and improved
 - A recent update to North Vallejo Community Center is excellent
 - Other community centers could use similar updates

Figure 14: System inventory examples



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System Map

Figure 15: Key Map. The following map shows the entire District for context.

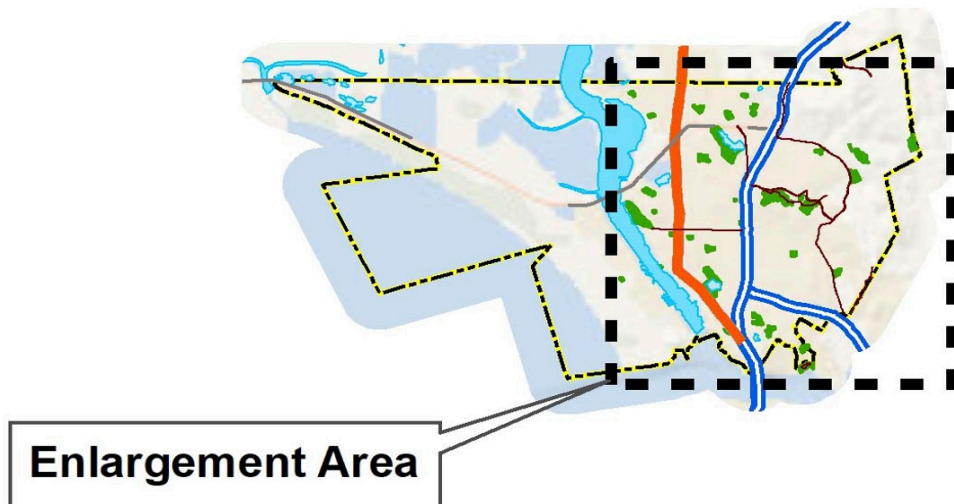


Figure 16: System Map. Find larger scale maps in Appendix F

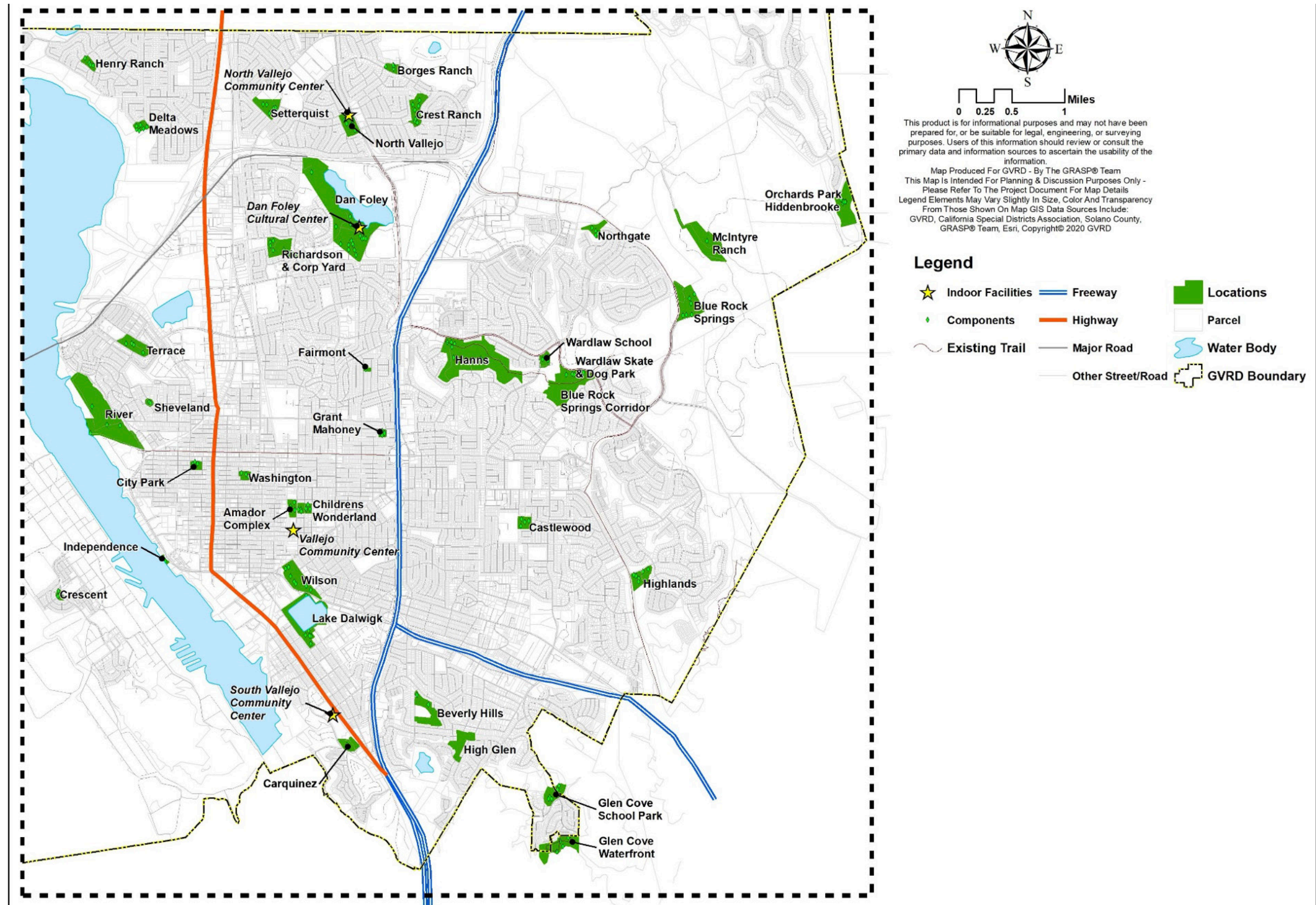


Figure 17: Example of GIS inventory map and datasheet from North Vallejo Park.

See the Inventory Atlas, supplemental document to the Master Plan.

North Vallejo					
Initial Inventory Date:					
27.6	Total Neighborhood GRASP® Score	27.6	Total Community GRASP® Score	Approximate Park Acreage:	14.7
				Owner	Vallejo City
Drinking Fountains	2	Shade	2	Design and Ambiance	
Seating	2	Trail Connection	0		
BBQ Grills	0	Park Access	2	2	
Dog Pick-Up Station	2	Parking	2		
Security Lighting	1	Seasonal Plantings	0		
Bike Parking	2	Ornamental Plantings	2		
Restrooms	0	Picnic Tables	1		



Table 4: Summary of Outdoor Locations

Location	GIS Acres	Aquatics, Lap Pool	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Equestrian Facility	Event Space	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playground, All Sizes	Public Art	Rectangular Field, All Sizes	Shelter, All Sizes	Skate Park	Tennis Court	Trail, Primitive	Trailhead	Volleyball Court	Water Access, Developed	Water Access, General	Water, Open	Total Components	Unique Components		
Amador Complex	6					1	1										1		2						4								9	5		
Beverly Hills	19																1				1													2	2	
Blue Rock Springs	34																1			6	1							1		1		1	11	6		
Blue Rock Springs Corridor	119															1																		1	1	
Borges Ranch	5														1		1				1				3									6	4	
Carquinez	9																1																	1	1	
Castlewood	8	1				1											1									4								7	4	
Childrens Wonderland	6										1	1			1		1			1	1			2										8	7	
City Park	4												20				1				1	1												23	4	
Crescent	3																				1													1	1	
Crescent (City of Vallejo)															1		1																	2	2	
Crest Ranch	17			1	1			1							1		1	1			1													7	7	
Dan Foley	173			1		1	2									1	1	2		6	1		1	1				1	1		1		1	20	13	
Delta Meadows	6				2										1	1	1	1			1													7	6	
Fairmont	1																1				1													2	2	
Glen Cove School Park	14							1							1				2		1		1			3								9	6	
Glen Cove Waterfront	26															1												1			1	1		4	4	
Grant Mahoney	3												1				1	1			1													4	4	
Hanns	32										1					1				1							1	1							5	5
Henry Ranch	5				1										1		1				1														4	4
High Glen	17																																		0	0
Highlands	13				1							2			1		1				1			3										9	6	
Independence	2																						1								1				2	2
Lake Dalwigk	72			1	1										1		1			1	1													6	6	
Lake Dalwigk (City of Vallejo)																1																	1	2	2	
McIntyre Ranch	41									1																									1	1
North Vallejo	15			1			1										1				1		1												5	5
Northgate	8														1		1			1	1														4	4
Orchards Park Hiddenbrooke	29		1		1							2					1				1			4											10	6
Richardson and Corp Yard	22						1										1			1	1		1												5	5
River	103														1	1							1										1		5	5
Setterquist	17				2	1	1										1				1					3									9	6
Sheveland	2																1				1														2	2
Terrace	18						1										1				1			1											4	4
Wardlaw School	6							2									1						1												4	3
Wardlaw Skate and Dog Park	15								1						1									1	2			1							6	5
Washington	4						1										1				1														3	3
Wilson	29					1	3										1			1	1		1												8	6
System Totals	906	1	1	4	9	5	11	4	1	1	2	5	1	20	12	7	27	5	4	18	24	3	6	15	2	14	1	5	1	3	1	5				

Trails

GIS data for trails in the Vallejo region is limited. Available data from the Solano County was included in mapping but was not field verified. The District should work to gather additional GIS data and input on available trails in the area.

Indoor Facilities

Find the Indoor facilities included in the inventory in the table below on the following table. Currently, GVRD offers a variety of indoor opportunities at four facilities.

Table 5: Summary of GVRD Indoor Locations

Facility	Commercial Kitchen	Concessions	Kitchenette	Multipurpose room	Patio/ outdoor seating	Preschool
Dan Foley Cultural Center	1			5	1	1
North Vallejo Community Center			1	3		
South Vallejo Community Center			1	4		
Vallejo Community Center		1	1	4		

*The Vallejo Community Center formerly hosted a preschool

Park Ranking

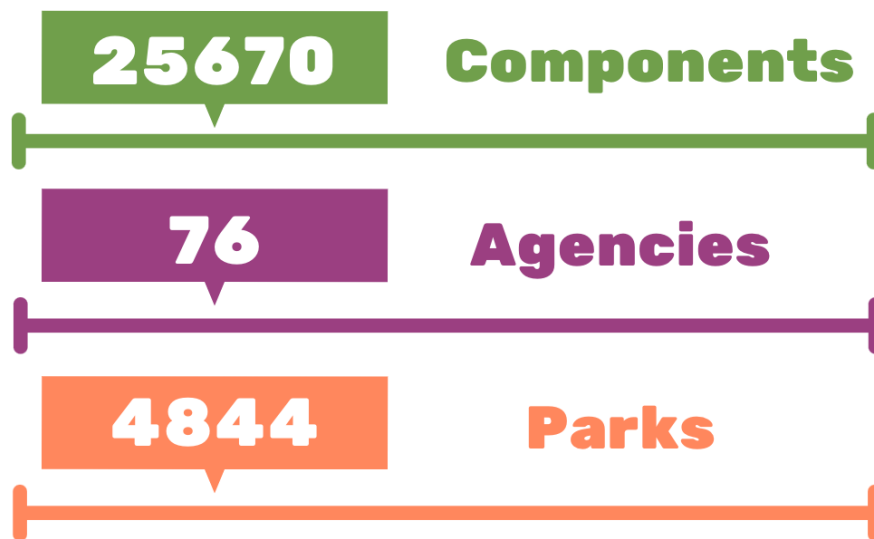
In addition to locating components, assessments included the functional quality of each element. Table 6 displays each park's ranking based on an overall score for its components and modifiers. In general, parks with a higher score offer more and better recreation opportunities than those ranked lower. Each park's bar length reflects its overall score in proportion to the highest-ranking (City Park). Dan Foley Park also ranks very high in the overall score. There is no ultimate or perfect score.

Cumulative scores include the number and quality of the components in a park. One can see in this example how a large number of horseshoe pits at City Park may skew the overall score of that park. The scores also consider the availability of amenities such as restrooms, drinking fountains, seating, parking,

Table 6: Park Ranking Table

LOCATION	GRASP® Score/Rank	LOCATION	GRASP® Score/Rank
Amador Complex	50.6	Henry Ranch	24
Beverly Hills	4.4	High Glen	2.2
Blue Rock Springs	57.6	Highlands	48
Blue Rock Springs Corridor	8.8	Independence	6
Borges Ranch	19.8	Lake Dalwigk	38.4
Carquinez	9.6	McIntyre Ranch	6.6
Castlewood	35.2	North Vallejo	27.6
Childrens Wonderland	45.6	Northgate	24
City Park	115.2	Orchards Park Hiddenbrooke	52.8
Crescent	17.6	Richardson and Corp Yard	28.8
Crest Ranch	33.6	River	24.2
Dan Foley	113.1	Setterquist	24.2
Delta Meadows	15.4	Sheveland	8.8
Fairmont	13.2	Terrace	8.4
Glen Cove School Park	55.2	Wardlaw School	22
Glen Cove Waterfront	24	Wardlaw Skate and Dog Park	31.2
Grant Mahoney	30.8	Washington	16.5
Hanns	28.8	Wilson	18

GVRD parks are comparable to other agencies across the country by using these scores. The GRASP® National Dataset currently consists of 76 agencies, 4,822 parks, and over 25,670 components.



When comparing GVRD to other agencies and parks in the dataset, there are two parks (City Park and Dan Foley Park) in the top ten percent of all parks in the overall GRASP® score. Those two parks also are in the top 204 parks overall.

2 Top 10% of
all park scores

Top 204 of
all park scores

2



B. Level of Service Analysis

Level of Service (LOS) measurements evaluate how parks, open spaces, and facilities in GVRD serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

Why Level of Service?

Level of Service describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

GRASP® Analysis

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many communities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data that show the quality and distribution of park and recreation services across the District.

Perspectives

Perspectives are analysis maps and data produced using the GRASP® methodology. Each analysis shows service across the study area. Data analysis also incorporates statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in delivering services. Further discussion on Perspectives and other GRASP® terminology in **appendix F**.



Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provides a detailed accounting of what is available at any given location, and GIS analysis uses the data to measure its accessibility to residents. People use a variety of ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). These service areas produce two distinct types of perspectives for examining the park system:

Neighborhood Access
Walkable Access

A **Neighborhood Access** perspective uses a travel distance of one mile to each component. It is assumed to be a suitable distance for a bike ride or short drive in a car, or perhaps a longer walk. This catchment captures users traveling from home or elsewhere to a park or facility by way of a bike, bus, or automobile.

A **Walkable Access** perspective uses a shorter catchment distance intended to capture users within a ten to fifteen-minute walk. See **appendix F** for further discussion on walk-ability standards. For each perspective, combining the service area for each component, including the assigned GRASP® value into one overlay, creates a shaded map representing the cumulative value of all features.



Figure 18: GRASP® Level of Service (LOS) perspectives use overlapping catchment areas to yield a “heat map” that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.



Assumptions

1. Proximity relates to access. A feature within a specified distance of a given location is considered “accessible” from that location.” “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood access relates to one-mile proximity, a reasonable distance for a car drive, or by bicycle.
3. Walkable access relates to ½-mile proximity, a sensible ten-minute walk.
4. Walkable access is affected by barriers, obstacles to free, and comfortable foot travel.
5. The LOS value of a map point is the cumulative value of all features accessible at that location.

Neighborhood Access to Outdoor Recreation

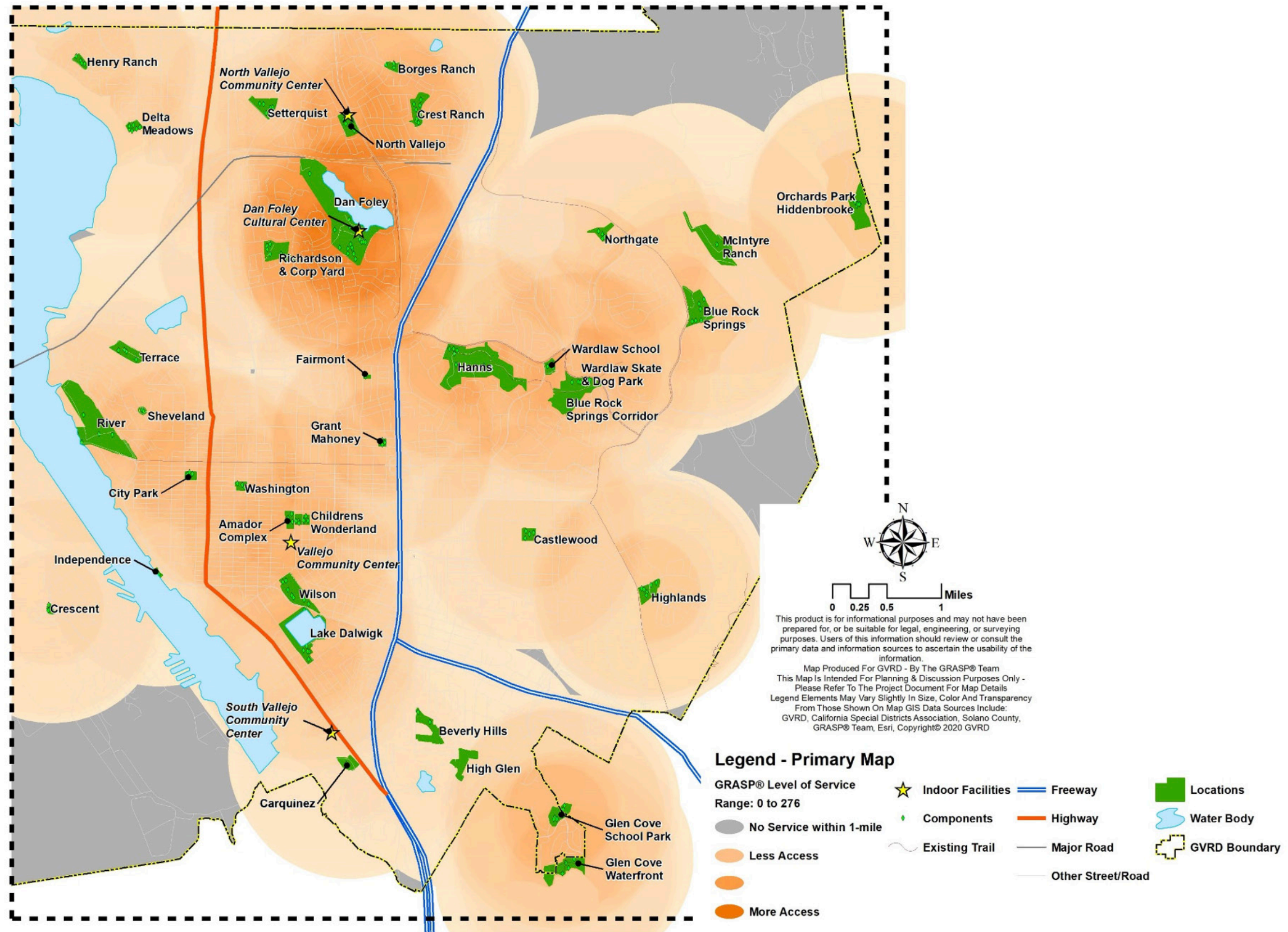
A series of “heat maps” were created to examine neighborhood access to recreation opportunities. All outdoor recreation providers account for the level of service values. Darker gradient areas on the images indicate higher quality recreation assets available based on a one-mile service area. In general, these images also show that GVRD has an excellent distribution of parks and facilities related to current residential development. Gray regions indicate that recreation opportunities are beyond a one-mile service area.



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Figure 19: GVRD Neighborhood Access to Outdoor Recreation



Further analysis of this perspective indicates that almost all, (98%) of GVRD residents are within one mile of an outdoor recreation opportunity. Find additional statistics in **Table 7**:

Table 7: Map statistics for Figure 19

	A	B	C	D	E
	Percent of Total District with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre	GRASP® Index
GVRD	52%	0 – 276	59	29	7

Column A: Shows the District’s percentage with at least some service (LOS >0). GVRD is the lowest in the group at 52%.

Column B: For any location on the map, a value corresponds to the orange shading called the GRASP® value. Shading for different places on the map is comparable to one another. Hence, a person in a position with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lighter colored area. GVRD GRASP® values range from 0 to a high of 276.

Column C: GVRD’s value of 59 is low for comparable cities, although it is not the lowest.

Column D: Shows the results of dividing the number from Column C by the area’s population density. Compared to agencies of a similar total population for which GRASP® data is available, GVRD’s population density is lower than the other agencies. GVRD’s score of 29 is towards the upper level in comparison.

Column E: The GRASP® Index, the value per capita, involves dividing all the components in the system by the population of GVRD. These last two numbers (column C & D) differ in two ways. First, the GRASP® Index does not factor in population density. Second, the GRASP® Index is derived using all components and accounts for vital regional resources residents may access outside those limits. GVRD’s score of 7 is the second lowest on the comparable list.

GRASP® Comparative Data

The table below provides comparative data from other communities of similar population to GVRD across the country. Because every community is unique, there are no standards or “correct” numbers. However, there are several interesting similarities and differences when making these comparisons. First, comparing the total number of locations, GVRD ranks lowest when compared to similar agencies. When considering the total number of parks and parks per capita, GVRD is towards the bottom of the comparable group.

Total Locations



36

North Clackamas, OR - 93
Plainfield PD, IL - 89
Hampton, VA - 79
Victorville, CA - 21

Park per 1,000 People

North Clackamas, OR - 0.8
Plainfield PD, IL - 0.8
Hampton, VA - 0.6
Victorville, CA - 0.2

0.3



GVRD is in the middle of the pack in average score per location, components per capita, and components per park.

Average Score Per Location

24

North Clackamas, OR - 37
Plainfield PD, IL - 26
Hampton, VA - 24
Victorville, CA - 20



Park per 1,000 People

North Clackamas, OR - 0.8
Plainfield PD, IL - 0.8
Hampton, VA - 0.6
Victorville, CA - 0.2

2



Components Per Location

North Clackamas, OR - 3
Plainfield PD, IL - 4
Hampton, VA - 7
Victorville, CA - 8

6



In the end, these comparisons would indicate that GVRD tends to have fewer parks but the parks they do have, have a similar number of components, and score as other similar agencies. Find these comparisons and others in the following table. Please note that the inventory and analysis only include GVRD owned properties. Residents may have additional access to recreation opportunities provided by alternative providers.

Table 8: GRASP® Comparative Data

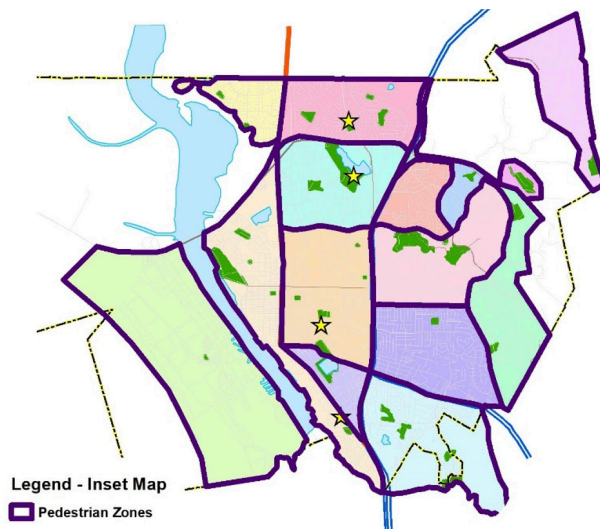
AGENCY	Plainfield Park District, IL	North Clackamas, OR	Greater Vallejo Recreation District, CA	Victorville, CA	Hampton, VA
YEAR	2015	2012	2020	2020	2019
POPULATION	106,938	115,924	119,217	127,027	136,728
STUDY AREA SIZE (Acres)	29,405	23,040	57,884	47,341	28,792
# OF SITES (Parks, Facilities, etc.)	89	93	36	21	79
TOTAL # OF COMPONENTS	350	295	216	169	542
AVG. # COMPONENTS per SITE	4	3	6	8	7
TOTAL GRASP® VALUE (Entire System)	1766	2207	875	775	2064
GRASP® INDEX	17	19	7	6	15
AVG. SCORE/SITE	20	24	24	37	26
% of TOTAL AREA w/LOS >0	95%	97%	52%	57%	96%
AVG. LOS PER ACRE SERVED	60	183	59	58	127
NUMBER OF COMPONENTS PER POPULATION	3	3	2	1	4
AVERAGE LOS/POP DEN PER ACRE	17	36	29	22	27
Population Density (per acre)	3.6	5.0	2.1	2.7	4.7
% of Population with Walkable Target Access	34%	40%	27%	34%	20%
People per Park	1,202	1,246	3,312	6,049	1,731
Park per 1k People	0.8	0.8	0.3	0.2	0.6

Walkable Access To Recreation

Pedestrian Barriers

Pedestrian barriers in GVRD, such as major streets, highways, and rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark purple lines, serve as discrete areas accessible without crossing a major street or another obstacle. Green parcels represent parks and open spaces.

Figure 20: Walkability barriers “cut-off” service areas where applicable. Different colors represent different zones



Walkability is a measure of how user-friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations, among others.

Walkability analysis measures access to recreation by walking. One-half mile catchment radii have been placed around each component and shaded according to the GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

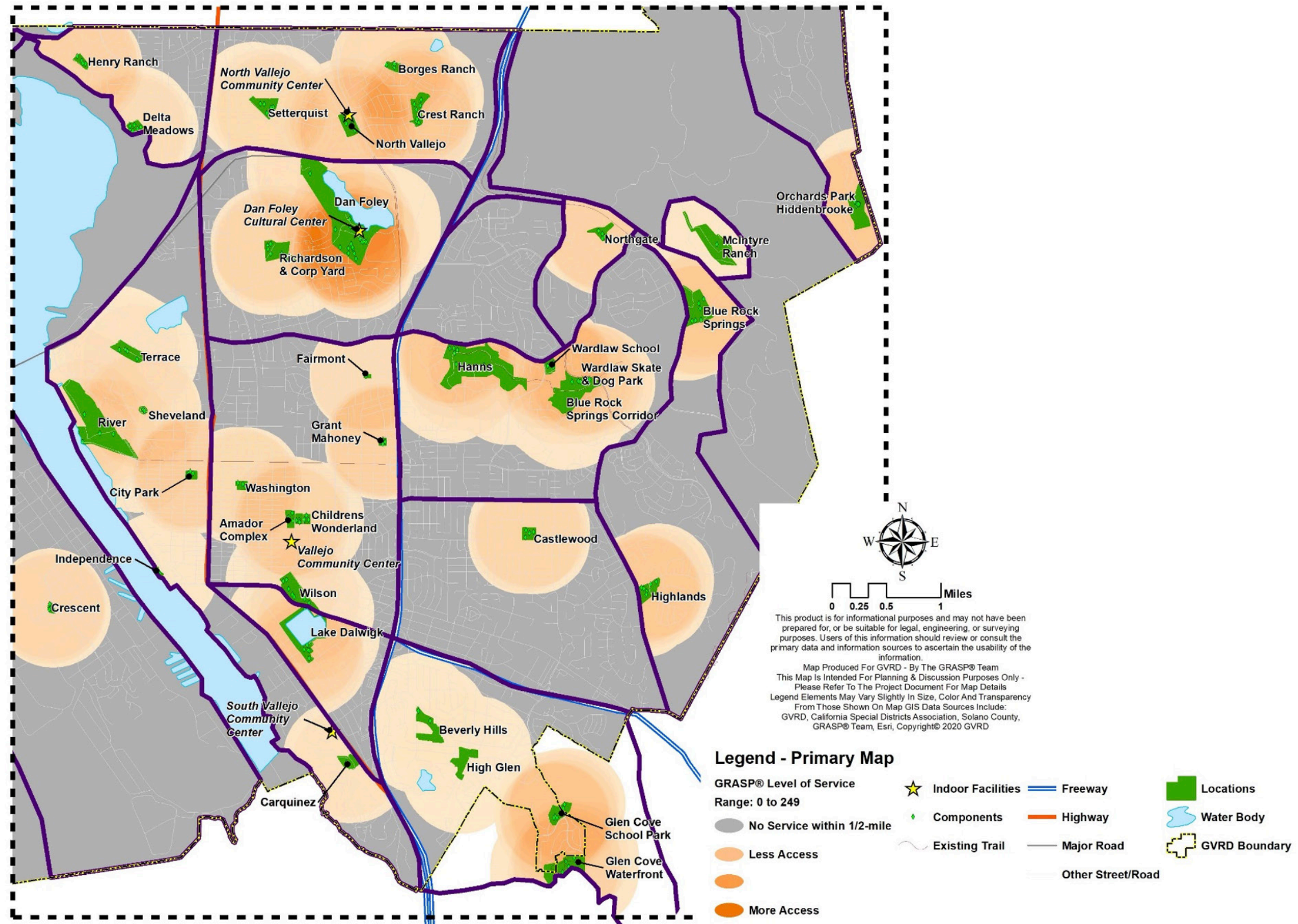
Environmental barriers can limit walkability. The LOS in the walkability analysis has been “cut-off” by identified barriers where applicable. The analysis shows the LOS available across GVRD, based on a ten-minute walk. Darker gradient areas on the images indicate higher quality recreation assets available based on a half-mile service area. Gray areas fall outside of a ten-minute walk to recreation opportunities. In general, these images show that GVRD has an excellent distribution of parks and facilities. Areas without service tend to be on the edges of the District, where fewer residents likely live.



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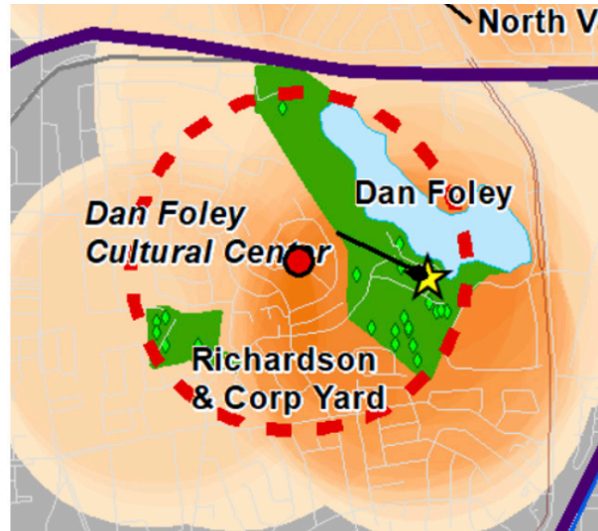
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Figure 21: Walkable access to outdoor recreation opportunities



Areas of higher concentration are at several locations throughout the District. In the following figure, the red dot indicates the maximum GRASP® value area (248) in the image above, just west of Dan Foley Park. The dashed red line represents a 10-minute walk service area.

Figure 22: Walk High-Value Area



The following table shows the statistical information derived from the perspective of Walkable Access to Recreation analysis.

	A	B	C	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre
GVRD	24%	0 to 248	46	22

The numbers in each column are derived as described in neighborhood access. The GRASP® Index does not apply to the walkability analysis. The LOS value for a person who must walk to assets is about 75% (59 vs. 46) of that for someone who can drive for areas with access to recreation opportunities.

The orange shading in the maps allows for an understanding of LOS distribution across the District. The ability to show where LOS is adequate or inadequate is an advantage of using GIS analysis. First, an appropriate level of service (LOS) for GVRD residents needs to be determined. A review of the parks inventory, scoring, and ranking determined that an appropriate target could be four unique components. In this case, the target value would equate to walkable access to a park such as Henry Ranch or Northgate Parks. The following table represents the review of target parks and associated components.

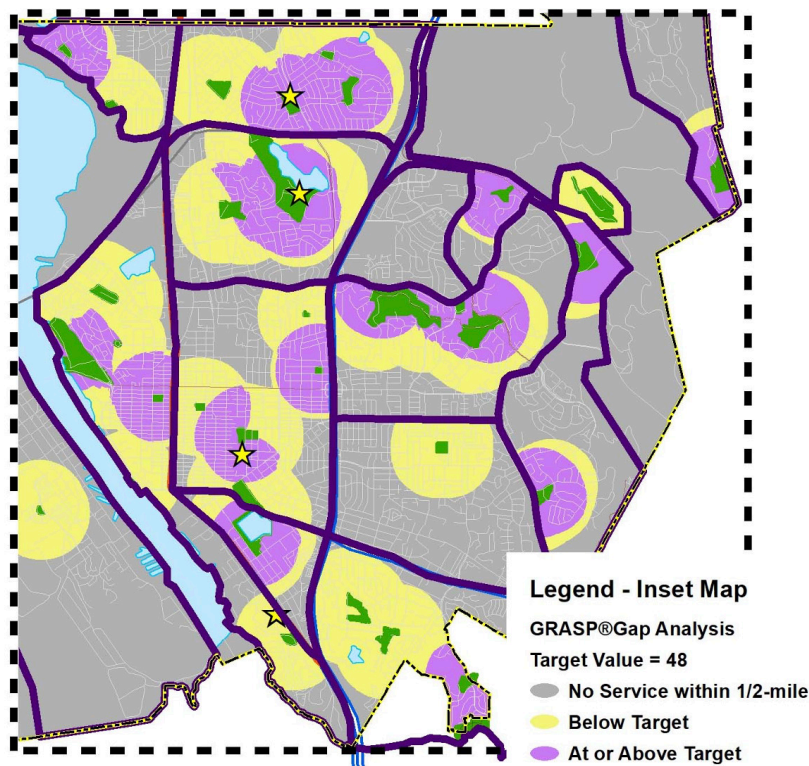
Table 9: Target Park Calculation

Park	Acres	Basketball, Practice	Garden, Display	Loop Walk	Open Turf	Game Tables	Passive Node	Picnic Ground	Playground, Local	Shelter, Small	Number of Unique Components	GRASP® Score	Total Components	Total GRASP® Score
Borges Ranch	5.5			1	1				1	3	3	15.4	6	19.8
Crescent	2.8			1	1				1		3	17.6	3	17.6
Grant Mahoney	2.5		1		1	2	1		1		5	26.4	6	30.8
Henry Ranch	5.5	1		1	1				1		4	24	4	24
Northgate	8.2			1	1			1	1		4	24	4	24
Average	4.9										4	21	5	23
% of each component in parks		20%	20%	80%	100%	20%	20%	20%	100%	20%				

Walkability Gap Analysis

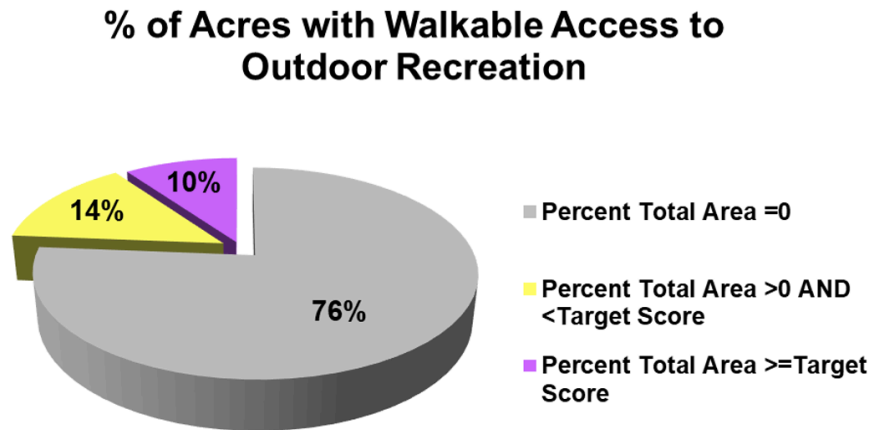
These parks and their pieces are likely to attract users from a walkable distance. The following maps bracket values to areas that are below or above the target score. In the following figure, purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by enhancing the quantity and quality of features in existing parks without acquiring new lands or developing new parks. Another option might be to address pedestrian barriers in the immediate area.

Figure 23: GRASP® Walkable GAP analysis



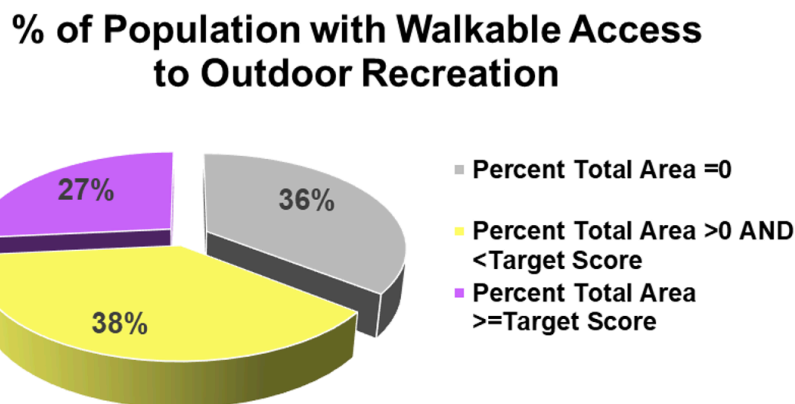
On the above image, 10% of the district is purple and has LOS that exceeds the target value. Yellow areas (14%) have access to some recreation but not at the target level. Seventy-six percent (gray) is without access to recreation opportunities within a ten-minute walk.

Figure 24: Pie chart shows walkable access to assets based on the percentage of land within the District boundary that scores above threshold (purple) or below threshold (yellow), respectively.



However, the picture is much more favorable when you consider where people currently live in the GVRD. The two pie charts highlight these differences.

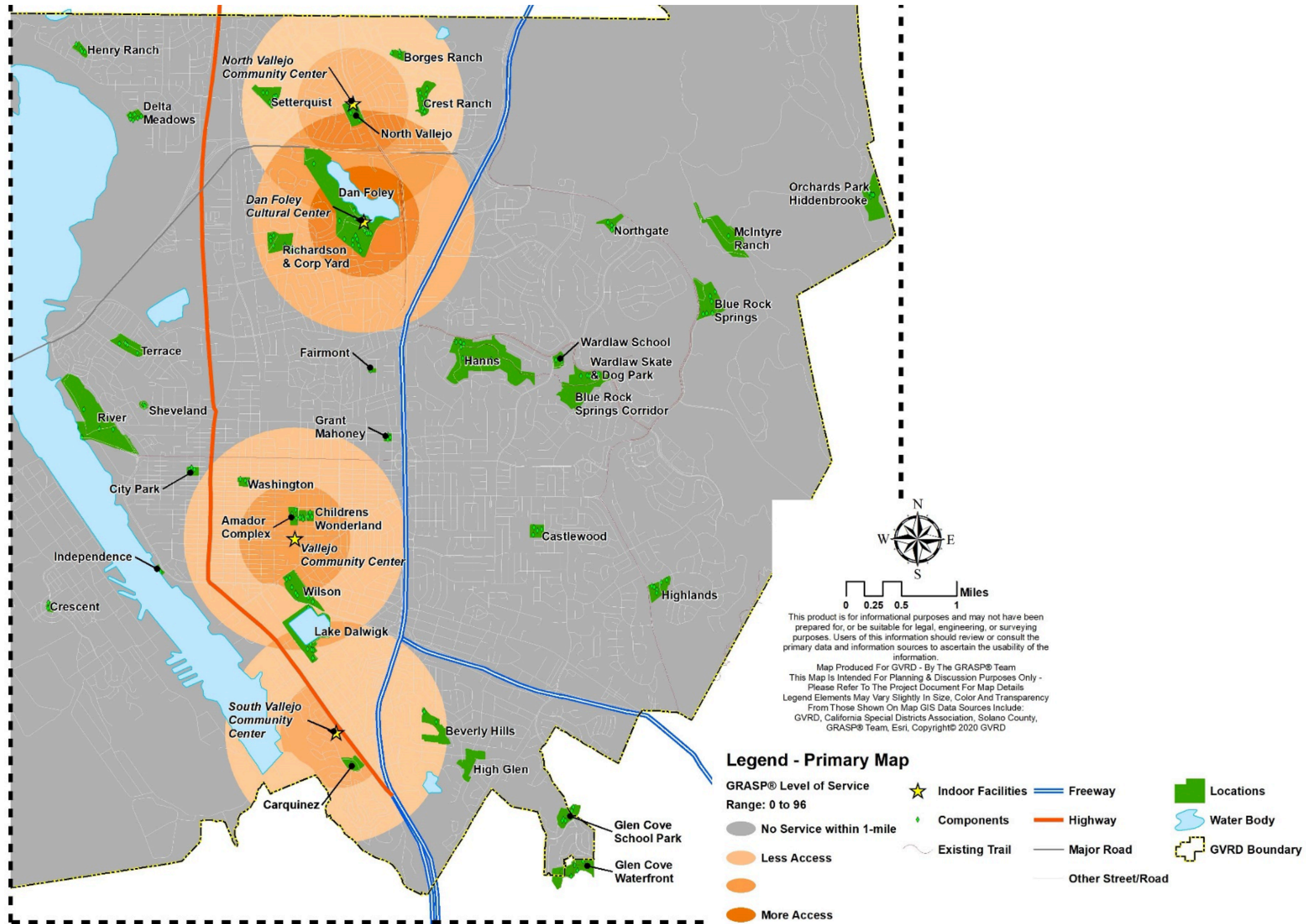
Figure 25: Pie chart percentage of the actual population with walkable access to assets. This chart displays the level of service based on where people live. Combining LOS with census data, the analysis indicates that parks are generally well placed and capture a higher percentage of the population than land area. With 65 percent of residents within walking distance of some outdoor recreation opportunities, the GVRD is better positioned than the previous pie chart indicated.



Access to Indoor Recreation

As in the other analyses, a “heat map” examines access to indoor recreation opportunities. This map shows where there are indoor recreation assets available based on walkable and one-mile service areas.

Figure 26: Neighborhood Access to Indoor Recreation



Darker gradient areas on the images indicate more and higher quality indoor facilities based on the walkable and one-mile service areas. In general, these images also show that while the GVRD has limited indoor opportunities, the available facilities tend to locate centrally within the District.

More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the LOS throughout an area. Their purpose is to reveal possible gaps in service. However, it is not necessarily beneficial for all community parks to score equally in the analyses. The desired level of service for a location should depend on the type of service, the site's characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny. Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process.

Other Types of Analysis

Traditional analyses may also evaluate the recreational level of service on a community-wide scale.

Capacities Analysis

A traditional tool for evaluating service is the capacity analysis, which compares the number of assets to the population. It projects future needs based on a ratio of components per population (i.e., as the population grows over time, components may need to be added to maintain the same proportion). This analysis represents but one method of suggesting a level of service for different types of components.

Table 10 shows the current capacities for selected elements in the GVRD. While there are no correct ratios, using this table in conjunction with input from focus groups, staff, and the general public can assist in determining if the current ratios are adequate.



Table 10: GVRD Capacities

	Current Quantity	Current Population 2020	Current Ratio	Ratio per component	Projected Population 2025	Total Needed Based on Growth	Add
Population		119,217			122,487		
Aquatics, Lap Pool	1		0.01	119,217		1	0
Aquatics, Spray Pad	1		0.01	119,217		1	0
Basketball Court	4		0.03	29,804		4	0
Basketball, Practice	9		0.08	13,246		9	0
Concessions	5		0.04	23,843		5	0
Diamond Field	11		0.09	10,838		11	0
Diamond Field, Practice	4		0.03	29,804		4	0
Dog Park	1		0.01	119,217		1	0
Equestrian Facility	1		0.01	119,217		1	0
Event Space	2		0.02	59,609		2	0
Game Court	5		0.04	23,843		5	0
Garden, Display	1		0.01	119,217		1	0
Horseshoe Court	20		0.17	5,961		21	1
Loop Walk	12		0.10	9,935		12	0
Natural Area	7		0.06	17,031		7	0
Open Turf	27		0.23	4,415		28	1
Passive Node	5		0.04	23,843		5	0
Pickleball Court	4		0.03	29,804		4	0
Picnic Ground	18		0.15	6,623		18	0
Playgrounds	24		0.20	4,967		25	1
Public Art	3		0.03	39,739		3	0
Rectangular Fields	6		0.05	19,870		6	0
Shelters	15		0.13	7,948		15	0
Skate Park	2		0.02	59,609		2	0
Tennis Court	14		0.12	8,516		14	0
Trail, Primitive	1		0.01	119,217		1	0
Trailhead	5		0.04	23,843		5	0
Volleyball Court	1		0.01	119,217		1	0
Water Access, Developed	3		0.03	39,739		3	0
Water Access, General	1		0.01	119,217		1	0
Water, Open	5		0.04	23,843		5	0

The table’s usefulness is dependent on future resident’s interests and behaviors and the assumption that they are the same as today. It also assumes that today’s capacities are in line with today’s needs. The capacities table bases analysis on the number of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS combines location, quantity, and quality. This table should be used with discretion, and only in conjunction with the other analyses presented. Based on minimal projected population growth, the GVRD needs to add one horseshoe court, one open turf, and one playground when the population estimates are reached in 2025.

Population Based Standards or Benchmarks Analysis

Another method to determine level of service for components are population-based standards. Comparing the GVRD to recent national statistics published by the National Recreation and Park Association in their “2020 NRPA Agency Performance Review: the agency does well in most categories. The GVRD meets the median in dog parks, adult rectangle fields, and skate parks. The District exceeds the median in diamond fields and football fields. Based on the calculations, the District needs to add basketball courts, community gardens, playgrounds, a swimming pool, tennis courts, and rectangle fields to meet youth soccer or multipurpose needs (depending on configuration).

Similar calculations can also be made based on acres of land and parks per 1,000 residents. Computation of the acreage consists of only GVRD parks. Residents per park and acres of parks per 1,000 people fail to meet the NRPA published medians for similar size agencies for density

Table 11: Outdoor Park and Recreation Facilities – Median Population Served per Facility

2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks						
Outdoor Park and Recreation Facilities						
Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	GVRD Residents per Facility	GVRD Current Quantity	Need to add to meet current median	Need to add with population growth
Residents Per Park	NA	2,889	3,312	36	5	6
Acres of Park Land per 1,000 Residents	NA	8.9	7.6	906	153	182
Basketball courts	86.5	8,792	29,804	4	10	10
Community gardens	47.2	66,645	NA	0	2	2
Diamond fields: baseball - adult	52.8	47,754	10,838	11	-9	-8
Diamond fields: baseball - youth	78.3	12,293	10,838	11	-1	-1
Diamond fields: softball fields - adult	64.8	26,714	10,838	11	-7	-6
Diamond fields: softball fields – youth	59	23,220	10,838	11	-6	-6
Dog park	62.9	99,707	119,217	1	0	0
Playgrounds	93.9	4,623	4,967	25	1	1
Rectangular fields: football field	37.2	44,580	19,870	6	-3	-3
Rectangular fields: multi-purpose	64.5	13,233	19,870	6	3	3
Rectangular fields: Multipurpose synthetic field	19.4	61,250	119,217	1	1	1
Rectangular fields: soccer field - adult	40.7	20,478	19,870	6	0	0
Rectangular fields: soccer field – youth	46.9	12,875	19,870	6	3	4
Skate park	38.2	107,773	119,217	1	0	0
Swimming pools (outdoor only)	50.9	64,250	119,217	1	1	1
Tennis courts (outdoor only)	81.1	5,589	8,516	14	7	8

Comparison based on median for 100,000 to 250,000 population comparison

Surplus

This capacity table indicates that GVRD provides approximately 7.6 acres per 1,000 people or 132 people per acre of “park” and does not include other provider parks and schools. It also shows that based on projected population growth, the District should consider adding 25 acres over the next five years to meet the current ratio. Note that this still would put the District below the NRPA comparison for similar sized agencies.

Table 12: Acres of Park Land per 1,000 Residents

		2020 GIS Acres*
INVENTORY		
GVRD Parks		906
Current Ratio of Park Acres per 1000 Population		
CURRENT POPULATION 2020	119,217	
Current Ratio of Park Acres per 1000 Population		7.6
Population per acre		132
PROJECTED POPULATION - 2025	122,487	
Total acres needed to maintain current ratio park acres with growth		931
Acres to add		25

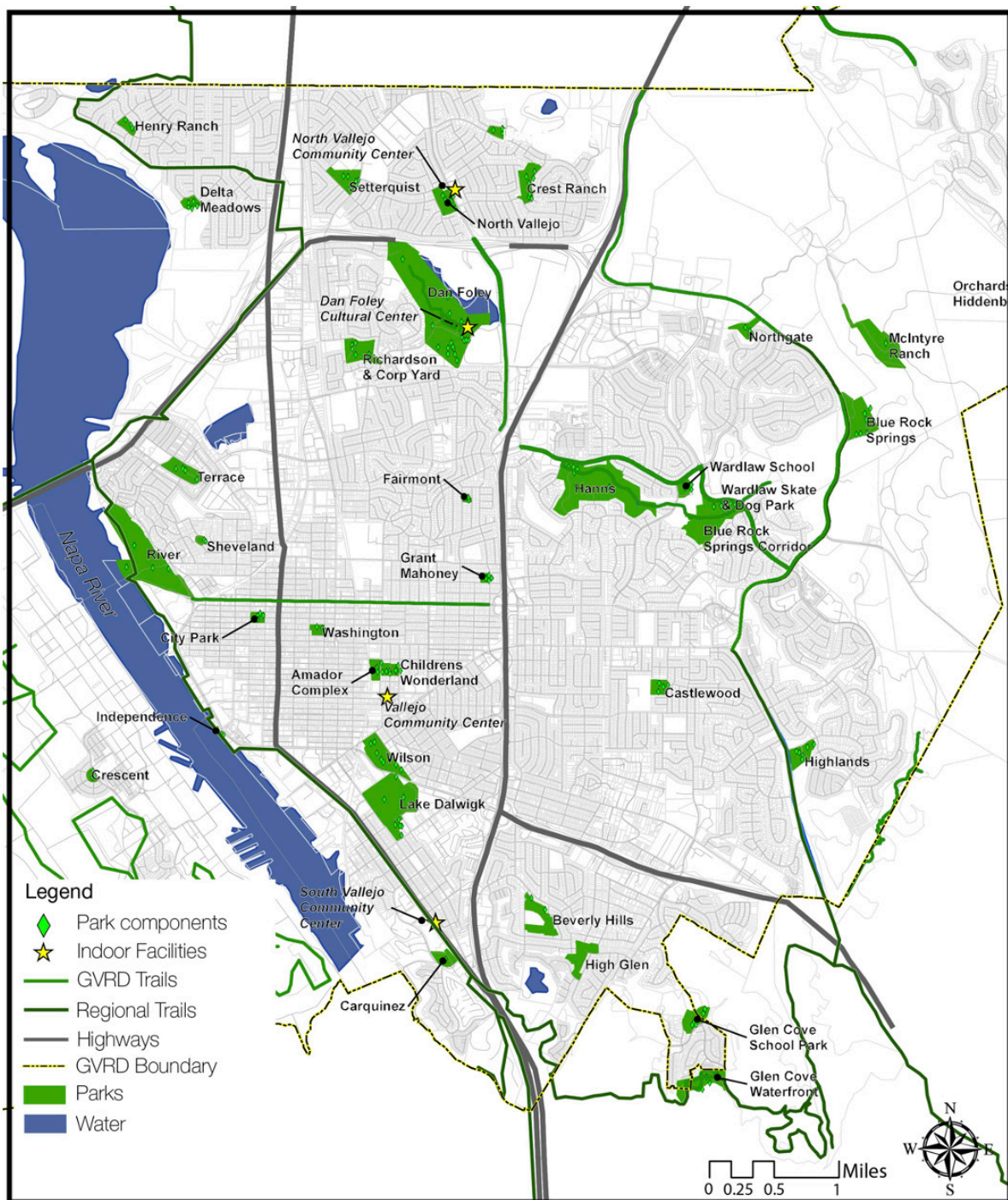
C. Trail Systems

Two regional trail systems cross through the district to augment the local trails overseen by GVRD: the San Francisco Bay Trail crosses the western edge of Vallejo along the shore of Napa River, and the Bay Area Ridge Trail cuts inland from the south up along the eastern portion of the city. The planned California Delta Trail will connect the Bay Trail and Ridge Trail to the northeast of the city, and eventually, to Sacramento.

The trail system that is present in Vallejo is managed by the Greater Vallejo Recreation District, along with their charge to manage and maintain all the area’s parks. This includes the loop through Mare Island, the 1.3-mile trail through Dan Foley Park, the Blue Rock Spring Trail, Old Glen Cove, and the Carquinez Strait Trail. These trails are predominately loops through existing parks and do not connect users to other facilities or destinations. No trails or separated bike and pedestrian infrastructure exists through the core of the district. See **Figure 27** for a map of existing trails in Vallejo



Figure 27: Existing Trails Available to District Residents



Existing Inventory – In the District

- The Mare Island San Pablo Bay Hiking Trail loop (4.4 miles)
- Carquinez Strait Scenic Loop Trail (3.1 miles)
- Old Glen Cove (2 miles)
- Dan Foley Park Lake Chabot Trail (1.3 miles)
- Blue Rock Springs Trail (3.8 miles)
- Solano Bikeway, multi-use separated trail, maintained by Solano Transportation Authority (2 miles)

Existing Inventory – Regional

- Napa Valley Vine Trail (5.7 miles)
- San Francisco Bay Trail (regional, several branches)
- Bay Area Ridge Trail (regional, several branches)

Regional Open Space and Trails Resources

Neighboring Benicia has additional trails through its more dramatic topography. Benicia State Recreation Area is directly adjacent to the District, and its other park resources are in close proximity to Vallejo. Lynch Canyon Open Space sprawls to the north of Vallejo, Grizzly Island Wildlife Area and Estuaries to the east, San Pablo Bay National Wildlife Refuge and Napa-Sonoma Marshes to the west, and Crockett Hills Regional Park, Carquinez Strait Regional Shoreline, and Briones Regional Park to the south. Mount Diablo State Park is less than an hour's drive south of Vallejo.

Trail Ownership and Maintenance

- GVRD oversees and maintains local trails, mostly contained within the District's parks
- The San Francisco Bay Trail is governed by The Association of Bay Area Governments (ABAG)
- The Bay Area Ridge Trail is overseen by the Bay Area Ridge Trail Council (BARTC), a nonprofit that partners with local governments, volunteer organizations, and nonprofit land trusts.
- Solano Transportation Authority oversees on-road and separated bikeways and pedestrian paths throughout the county
-

Upcoming Trail and Active Infrastructure Projects

Vallejo Bluff Trail Project: This trail will be part of three regional trails that connect Vallejo to the rest of the Bay Area, and in the future, to Sacramento. These connections will include the S.F. Bay Trail; the Bay Area Ridge Trail; and the California Delta Trail (planned). The Vallejo Bluff Trail Project will connect from the existing unpaved Bay and Ridge Trails on the bluff, north of the Carquinez Strait, to the existing bicycle and pedestrian trail to the west of the Carquinez Bridge, which ends at Sonoma Boulevard/Hwy 29 at Maritime Academy Drive currently. Residents and visitors will be able to enjoy a more robust hiking and biking network for recreation and for furthering active transportation once this trail is completed.

The Great California Delta Trail Master Plan: The plan provides a framework to guide local and state agency trail development decisions. The trail will eventually link the San Francisco Bay Trail system and the planned Sacramento River trails. The intent of the master plan is to connect to existing parks and trails within the communities the Delta Trail crosses. The Master Plan was adopted in 2021.

Benicia, Ca Trails Master Plan: The neighboring town of Benicia has initiated a trails network master planning effort. The new trails systems in the vicinity will help Vallejo continue to connect to the region.

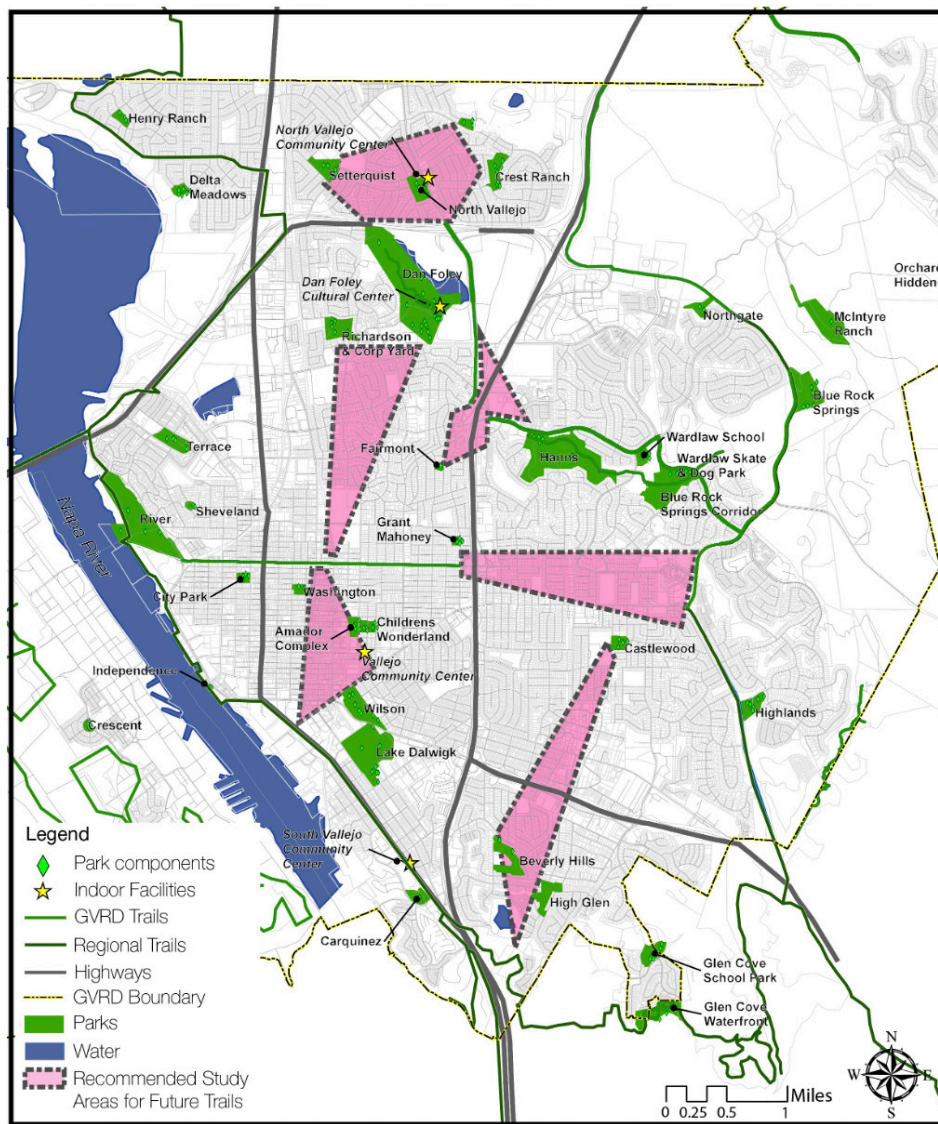
STA 2012 Countywide Bicycle Transportation Plan: The Solano Transportation Authority (STA) identifies

four separated bikeways (Class I). Several on-road facilities exist and are slated for development and improvement in the STA Bicycle Transportation Master Plan. The Plan also proposes a separated pedestrian and bicycle path along the Blue Rock Springs golf course and a separated path along Columbus Parkway from I-80 to Georgia Street. Separated bike and pedestrian paths are also proposed in the Plan to connect Mare Island Causeway to major employers on the island, to connect Marine World Parkway to Redwood Street, and along Broadway Street.

STA Active Transportation Plan for Vallejo (2020): Vallejo has 5.8 miles of built Class I multi-use paths, which are fully separated from traffic. This plan proposes an additional 18.3 miles of separated bicycle and pedestrian paths to increase connectivity and create facilities for users of all ages and abilities. See **Figure 28** for a map of Future and Proposed Trails available to District residents.

Vine trail-from Vallejo ferry building to Hot Springs in Calistoga. 47 mile walking and biking trail system.

Figure 28: Map of Future and Proposed Trails Available to District Residents



Areas of Need in Vallejo

With regional links and hiking facilities provided through larger trail networks within the Bay Area, the District needs to create a trails network that focuses on active transportation. Connecting existing park facilities, areas of density, popular destinations, downtown, and key neighborhoods should be a priority for creating a usable trails network. The District maintains trails through some of Vallejo's existing parks, which can serve as an energizing starting point to connect facilities to one another.

Separated bike and pedestrian infrastructure is important for making a system that is equitable and safe for users of all experience and ability levels. A usable active network will expand the Walkable Access and Neighborhood Access reaches of existing parks, increasing the overall level of service provided by the district using these two important measures.

D. Key Conclusions – Inventory, Level of Service (LOS) Analysis

- Celebrate that two parks score are in the top 204 parks overall in the GRASP system and that overall, park development is in line with several other similar-sized agencies
- Many parks have poor signage and entry delineation
- Many parks have antiquated irrigation that results in poor turf conditions. At the same time, irrigation needs improvement; there are also many opportunities to expand turf reduction
- Restrooms appear outdated and rundown while cleaning, opening, and closing is a significant workforce issue
- Covid-19 and homelessness create a tremendous strain on the system, particularly as it pertains to trash and restrooms
- Parking lot conditions are deficient throughout the parks
- There are opportunities to improve ADA access at many parks, including sports bleachers
- Indoor facilities are reasonably distributed throughout the system, but there are opportunities to expand, update, and improve
- A recent update to North Vallejo Community Center is excellent and other centers could use similar updates
- Proximity, availability of transportation, pedestrian barriers, and the District's size are relevant factors affecting GVRD levels of service
- The quality and standards of the amenities at existing parks should be improved to be more consistent at all parks
- The service level is fairly high where residents have access, but many residents do not have walkable access a park
- Further analysis of this perspective indicates that most (98%) of GVRD residents are within one mile of an outdoor recreation opportunity but only 27% meet the target for walkable access
- The supplement of identified acres and additional parks compared to NRPA metrics and projected population growth should increase access in identified areas without current service
- Addressing low scoring components and low-ranking parks is key to impacting some of these target scores and areas
- The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service
- Some significant gaps in service exist throughout the District for both neighborhood and walkable access

- See the map and table below for additional analysis on the possible gaps
- A more robust network of bicycle and pedestrian only trails is needed to connect Vallejo residents of all ability levels to local destinations, parks, and neighborhoods

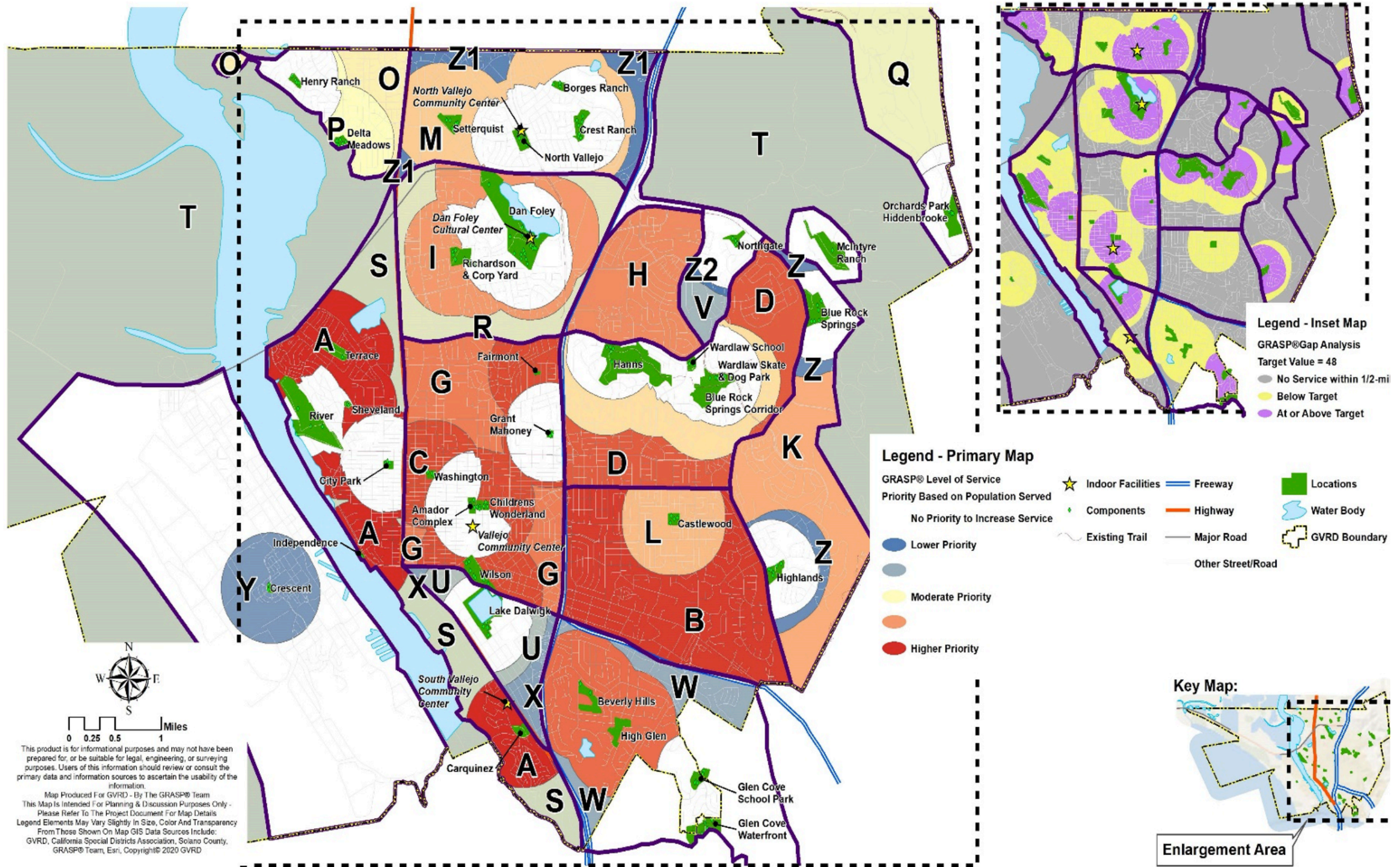
E. Future District Enhancements and Prioritization

Several factors may influence the prioritization of identified gap areas. The table lists the total population, average household income, and diversity index as three potential influencer's. Other areas not labeled on the map in **Figure 29** do not currently have any residents according to analysis. There are many ways to improve service levels in these areas, including improving existing parks, adding new parks or trails, and addressing pedestrian barriers.

Table 13: Gap Area Prioritization

Label	2020 Total Population	2025 Total Population	2020 Median Household Income	2020 Average Household Income	2020 Diversity Index	Comments	Acres	
A	9,977	10,299	49,936	66,782	↔	85.4	River, Sheveland, Terrace and Carquinez low scoring parks	1404
B	9,138	9,319	68,036	91,827	↔	86.6	no parks but within Castlewood Zone	1777
C	8,692	8,938	63,288	80,281	↑	88.6	Washington, Fairmont, Wilson low scoring parks	1104
D	5,915	6,033	77,932	101,536	↔	83.2	No parks but within Wardlaw/Hanns Zone, Castlewood ped barrier?	1020
E	5,735	5,880	83,888	100,259	↑	90.5	Beverly Hills and High Glen Zone	1053
F	4,862	5,016	63,932	81,823	↑	88	No Parks but in Washington, Fairmont, Wilson Zone	872
G	4,747	4,850	95,920	113,048	↔	73.9	No Park Zone	947
H	4,475	4,643	54,899	65,703	↑	87.5	Richardson Zone and beyond Foley	880
I	4,397	4,587	81,101	102,795	↔	82.1	Out around Highlands Zone	1204
J	4,003	4,060	64,145	84,385	↔	84.6	Castlewood low scoring park	541
K	3,701	3,747	73,525	84,541	↑	91.7	Setterquist and Borges Ranch low scoring parks	799
L	2,981	3,027	91,907	114,956	↔	83.2	Corridor large parks with limited activity areas south	631
M	2,774	2,821	75,794	90,308	↑	90.7	beyond Henry Ranch Delta Meadows	298
N	2,635	2,695	77,433	92,742	↑	89.9	Delta Meadows low scoring park	314
O	2,445	2,498	169,796	202,329	↔	72.9	Beyond Orchards Park Hiddenbrooke reach	1357
P	1,793	1,858	61,578	73,538	↔	86.2	Beyond Foley Richardson reach	614
Q	1,679	1,740	47,430	69,770	↔	85	Beyond Terrace, City Park and Carquinez reach	882
R	1,233	1,277	118,349	147,700	↔	84	various	28603
S	1,053	1,066	50,577	64,431	↑	90.8	Beyond Lake Dalwigk	154
T	994	1,118	121,474	147,311	↓	66		148
U	985	1,014	96,520	118,197	↔	82.5		458
V	851	862	51,486	66,427	↑	90.8		180
W	830	871	121,435	148,051	→	78.1		591
X	796	827	101,265	121,865	→	79.3		227
Y	686	691	65,572	73,346	↑	92		348
Z	224	252	119,429	147,311	↓	65.8		27

Figure 29: Walkable Gap Vision and Gap Analysis





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SECTION 5

SERVICES ANALYSIS

MAINTENANCE AND OPERATIONS, RECREATION,
ORGANIZATIONAL, AND FINANCIAL ANALYSIS



- A. ORGANIZATIONAL ANALYSIS
- B. RECREATION PROGRAM ANALYSIS
- C. MAINTENANCE AND OPERATIONS ANALYSIS
- D. FINANCIAL ANALYSIS



A. Organizational Analysis

Departmental Organization

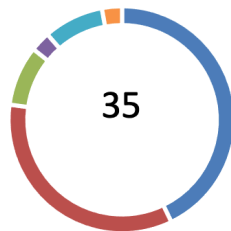
Under the guidance of an elected Board of Directors, the District is managed by a General Manager who autonomously oversees daily operations including the budget, personnel, policy development, parks, facilities, and recreation services. Supporting the General Manager is the executive leadership team including the Finance Director, Recreation Superintendent, Human Resources Manager, Administrative Support/Board Clerk, and the Maintenance Superintendent. Five supervisory positions support the District: remaining staff are represented by SEIU or IBEW.

The District is broken down into five divisions that employ 35 full-time positions. The District also annually invests ~ \$1,725,000 in part-time/casual labor which equates to an additional 39.6 full-time equivalent positions (FTE) based on a part-time wage of \$18 per hour with 20% payroll and other costs. In total, the District has 74.6 FTE or 6.2 FTE per 10,000 residents.

Figure 30: Full-time FTE

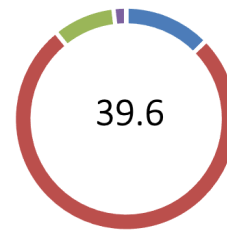
Figure 31: Part-time FTE

GVRD Full-Time Positions



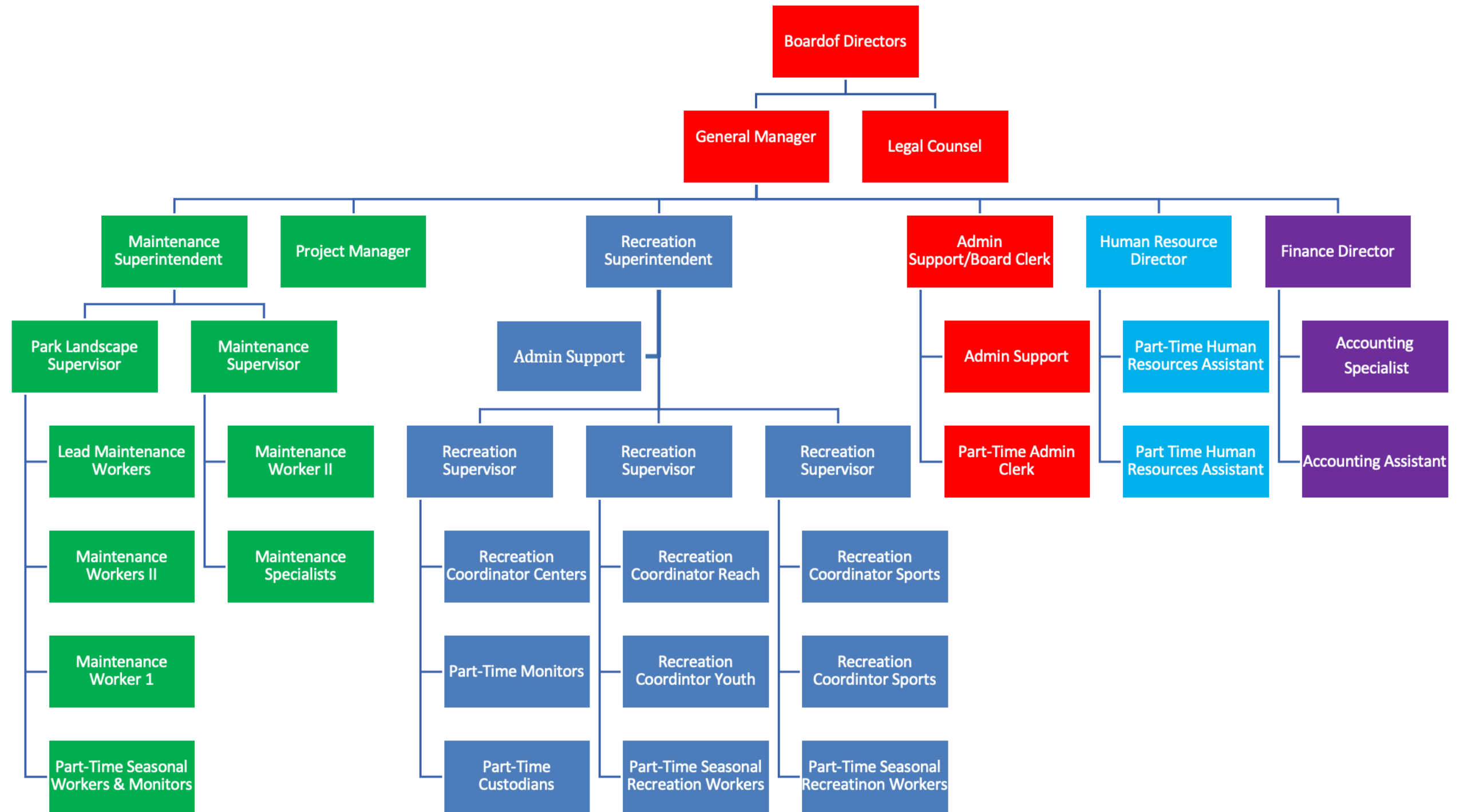
- Parks and Facilities – 15 FTE
- Recreation Services – 12 FTE
- Administrative Services – 3 FTE
- Human Resources – 1 FTE
- Finance – 3 FTE
- Capital - 1 FTE

GVRD Part-Time FTE Positions



- Parks and Facilities – 5.4 FTE
- Recreation Services – 32.6 FTE
- Administrative Services – .84 FTE
- Human Resources – .78 FTE
- Finance – 0 FTE
- Capital - 0 FTE

The National Recreation and Park Association published their 2020 Agency Review, that reported data from over 1,000 parks and recreation agencies across the county which suggests that a typical agency with a similar population would have 77 FTE or 5.6 FTE per 10,000 residents.



Key Areas for Operational Enhancement

The needs assessment, including input from staff interviews, community and key stakeholder engagement, the statistically valid survey and level of service analysis, along with the consultant's expertise has identified a few areas for operational enhancement that demonstrate a need for additional FTEs during the master plan implementation period. Key areas for operational enhancement include:

- Address staffing for maintenance to meet current and future demands for services
- Address a need for additional programs and events, particularly in neighborhood parks
- Increase marketing and communication of services, programs, and activities through a variety of outlets
- Increase partnerships and volunteer opportunities to improve the effectiveness of the District to provide services
- Increase aquatics and additional sports programs/facilities to meet the desires of the community

District Staff Observations

Observations and staff feedback were considered to determine if the current organizational structure was satisfactory. Analysis included the observations and assessments from community input, staff focus groups, and community satisfaction ratings. Interviews with District staff resulted in the following observations:

- Additional staffing and larger budgets are needed
- The District needs to work on its identity, branding, marketing, and communication to residents
- Partnerships and agreements with public safety, the City of Vallejo and the Vallejo Unified School District need to be improved in order to be more effective
- Replacement for the closed sports complex on Mare Island is a priority
- Better community engagement is needed
- Buildings are outdated and require updating
- Community does not feel safe due to homeless activity and illegal activities in the parks

Organizational Analysis

GreenPlay broadly assessed the organizational and management structure of the GVRD and staffing to determine effectiveness and efficiency in meeting current and future responsibilities relating to the community's needs.

Typical agencies across the US may dedicate positions to parks and facilities, administration, or recreation differently, based on the specific needs in their communities. However, comparisons to how typical agencies dedicate their resources can be a helpful yardstick to aid in decision making. GVRD staffing, compared nationally by function, is in **Table 14**.

Table 14: Investment in FTE by Function

Parks & Administration FTE	GVRD FTE Positions		Nationally FTE Positions		Overage/Deficit
Parks and Facilities	20.4	27%	35	45%	-14.6 FTE
Recreation Services	44.6	60%	24	31%	+20.6 FTE
Administration	8.6	12%	14	18%	-5.4 FTE
Capital Development	1.0	1%	02	3%	-1.0 FTE
Other	0	0%	02	3%	-2.0 FTE
Total	74.6	100%	77 FTE	100%	-2.4 FTE

It is important to consider the market based/entrepreneurial manner in which recreation programs are offered and that part-time positions are often hired in response to a community’s willingness to pay for additional services. This is especially true for the GVRD. The District’s recreation programs enjoyed a direct cost recovery in 2019 of 79% and does not suggest that the recreation division is overstaffed.

To operate more effectively in the future and to implement the master plan recommendations, the District will need to add additional positions to supplement existing staff. This will ensure that staffing resource levels can maintain existing and new facilities, programs and services at or above acceptable standards.

The District should look to increase FTE in parks and facilities, and administration. In total, to maintain the high-quality services and parks that District residents enjoy, 6-8 additional FTEs will be needed during the next ten years as the master plan is implemented. Ideal staffing needs would include the following positions:

- 2 Full Time Maintenance Worker 1 (+Benefits)
- 2 Full Time Maintenance Worker 2 (+Benefits)
- 2 Park Time Visitor Services/Park Compliance positions
- 1 Full Time HR Assistant
- 1 FTE Marketing/Social Media Coordinator
- 1 FTE Parks and Maintenance Operations Manager (to support Maintenance Superintendent)

If additional facilities are added to replace the Mare Island Sports Center, then additional recreation positions will be needed, based on the program developed for the facilities.

2018 Organizational Structure Study

The District contracted with the consulting firm MRG in 2018 to evaluate the agency’s organizational structure. A full and comprehensive study was undertaken with over 150 recommendations made to improve the efficiency and effectiveness of the District. Among key findings were:

- The District budgets are status quo with little or no increases over several years
- Lack of staff is creating a heavy workload
- Facilities are old and need capital improvements
- Deferred maintenance should be a priority
- The District brings value to the community
- There is pride in District programs and services
- The District provides quality customer service
- The District has strong partnerships
- The Board has good members, but staff would like to see more of their presence

- The District has the image of being a revolving door with employees in recreation
- There is a lack of consistency in administration of policies and procedures

There were three conclusions made in the study that the District is particularly encouraged to focus on:

- Part-time positions should have consistent job descriptions and pay rates and be updated regularly
- All job descriptions should be regularly reviewed, and position audits conducted, even informally on a regular basis
- The District can utilize the 151 standards developed by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) to both ensure best practices are used and to guide the district to document staff activities, policy development and administrative rules

Span of Control

The span of control for each supervisory employee is acceptable and effective. While a typical span of control may be 3 to 4 positions, the size of the District suggests that for the General Manager, the six direct reports is an acceptable number to effectively oversee. Reducing the General Manager’s span of control would require a much more hierarchical organization and significant additional expense and is therefore not recommended.

<u>Position</u>	<u>Full-time Direct Reports</u>
General Manager	6 direct reports
Parks Maintenance Superintendent	2 direct reports
Recreation Superintendent	3 direct reports
Project Manager	0 direct reports
Human Resource Manager	1 direct reports
Finance Manager	2 direct reports

Part-time Staff Recruitment and Management

The District is encouraged to manage part-time personnel in a consistent and equitable manner. Currently, recruitments are handled inconsistently, at each supervisor’s discretion. Merit increases occur based on longevity, rewarding seasonal employees with full-time credit. The District is encouraged to create a merit plan for part-time employees using both longevity, based on work hours performed and experience as in **Figure 32**.



Figure 32: Sample Lifeguard Merit Based Pay Scale

	No Experience	Limited Experience (certified)	Water Safety Instructor/ additional aquatics experience	Extensive aquatics experience, and post-secondary education in Parks and Recreation	P&R Degree or past leadership role OR a pool operator certification
Entry	\$14.00	\$15.00	\$16.00	\$17.00	\$18.00
Year 2 (1000 hours)	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00
Year 3 (2000 hours)	\$16.00	\$17.00	\$18.00	\$19.00	\$19.00
Year 4 (3000 hours)	\$17.00	\$18.00	\$19.00	\$19.00	\$19.00
Year 5 (4000 hours)	\$18.00	\$19.00	\$19.00	\$19.00	\$19.00

After evaluating the observations and assessments, the consultant team determined that the District will need 6-8 additional staff in place to operate and expand its system over the next ten years.

Minimum Needs – 4.0 FTEs

Annual Budget Costs Including Benefits

4 Full-time Maintenance Workers

\$330K per year

Maximum Needs – 4.0 FTEs (in addition to above)

1 full-time Marketing and Social Media Coordinator

\$80K per year

1 full-time Parks and Maintenance Operations Manager

\$109K per year

1 full-time HR Assistant

\$85K per year

2 part-time visitor Services/Park Compliance positions at a cost of \$42K per year

\$84K per year

8 FTE Total

\$688K per year

B. Recreation Program Analysis

A central focus for the District is to provide recreation that inspires healthy lifestyles, recognizes the diversity of residents, and builds a sense of community. The District aspires to expand and strengthen outdoor experiences and opportunities to contribute to the region’s attractiveness as a place to live, work, and play.

The purpose of this section of the master plan is to determine how well the District is meeting the recreational needs of its residents. This recreation program analysis focused on the efficiency and effectiveness of programs, events and activities related to the District’s mission and vision.

This analysis is intended to provide the District with data to consider options to sustain or improve the existing program. The recent retirement of the Recreation Superintendent provides the District with an opportunity to evaluate the program and set new direction.

Current Recreation Program Service Areas

Programs, events, and activities are offered primarily in seven service areas that collectively provide core recreational and educational programs. Descriptions of the program service areas and 2019 participation rates are summarized below, with key observations provided at the end of each section.

- Community and Children’s Wonderland events
- Aquatics activities
- Senior programs
- Youth programs and camps
- Adult and youth sports programs
- Health and wellness activities
- Enrichment classes

To accurately count participation in each program service area, both unique registrations and actual participation was analyzed. Unique registrations count the number of individuals or teams that register only once for one fee. Actual participation is counted in Participant Contact Units (PCUs) which are the number of times the individual took part in the class or activity. For instance, one child registering for a camp that meets five times would be 1 registration and 5 PCUs. PCUs provide a much clearer picture of the effort required to provide a service.



Table 15: GVRD Program Service Areas

	Program Service Area	Program Type	Age Group
	Community and Children's Wonderland Events	Breakfast with Santa Easter Egg Hunt Fishing in the City Vallejo Hall of Fame Celebration Campfire Visions of the Wild Snow Day	All Ages
	Aquatic Activities	Group Swimming Lessons Semi-Private Swimming Lessons Aquatics Camps Lifeguard Training Open Swimming	Youth and Teens/ All Ages
	Senior Programs	Senior Exercise	Senior
	Youth Programs, Camps and Special Needs Programs	Alpha Pals Preschool Before and After School Care Out-of-School and Summer Camps Environmental Education Therapeutic Recreation (inclusive, special needs programs (REACH))	Youth & Adults
	Adult and Youth Sports Programs	Soccer Leagues Softball Leagues Indoor Soccer Co-Ed Softball Youth Basketball Youth Volleyball Youth Tennis Youth Sports – all sports/camps T-Ball Youth Flag Football Youth Soccer	Youth & Adults
	Health and Wellness Activities	Zumba Martial Arts Cardio Fitness	Youth & Adults
	Enhancement Classes	Arts Ballet Dance Piano & Music Spanish Language	

Community and Children’s Wonderland Events 3309 PCUs

The District offers special events that serve to connect residents to each other through social opportunities, cultural celebrations, and family activities. Special events are offered at a minimal cost to promote a sense of community togetherness, and cultural diversity. The schedule features an Easter Egg Hunt, Breakfast with Santa, Children’s Wonderland field trips, Snow Day, Fishing in the City and a variety of other smaller events. Collectively these events make up approximately 3 percent of program participation and are heavily subsidized. While the District’s investment in these events is not unreasonable (\$82,409) in 2019, the subsidy per participant was \$27.38. There are many opportunities to increase both participation and the number of events. To engage with neighborhood residents, the District is encouraged to prioritize special events such as outdoor concerts and movies in the parks that are likely to draw significant numbers of District residents.

Aquatic Activities 58,243 PCUs

A full range of swimming lessons, lap and recreation swimming opportunities and aquatic exercise programs are offered to District residents, accounting for 47 percent of all District program participation. A robust swimming lesson program is offered with a fill rate of 68 percent and recovers 43 percent of its expenses. Most notably, group swimming lessons have only a \$.20 subsidy per patron, while lap swimming is subsidized at \$21.80 and recreation open swimming, at \$17.68. The new shallow depth addition to the Cunningham Aquatic Complex will not only increase services but also allow the District to offer more concurrent programs, controlling costs and reducing the subsidy.

Senior Programs 9,116 PCUs

Programs offered to seniors are primarily limited to fitness opportunities. These programs are well received with 799 individual registrations out of 943 spaces. Program registration accounted for participation of 9,116 and a subsidy of \$5,290 or \$6.62 per person. Neither comments from participants in the public input process nor needs assessment survey ratings placed a particular high desire for additional senior programs.

Youth Programs and Camps 255,498 PCUs

Youth and teen enrichment programs and activities provide a safe and encouraging environment where children develop healthy habits while engaging in activities including camps, physical activities and games designed to support success at any age or skill level. This program service area features before and after-school programs, preschool programs, and camps on days when schools are closed. In 2019, these programs account for 19 percent of all program registration, and is the District’s largest program area with respect to overall participation. Collectively, this program service area provides \$36.23 in revenue per registered participant.

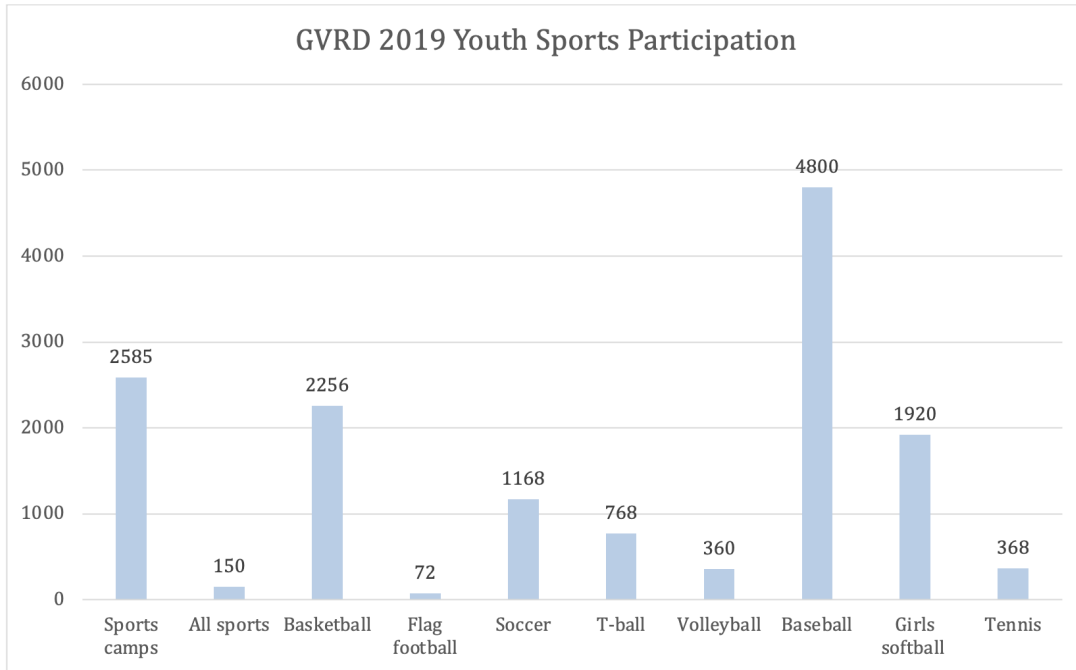
Adult and Youth Sports Programs 18,703 PCUs

Adult sports

Adult sports are offered in co-ed softball, and indoor and outdoor soccer. In 2019, 252 individuals (21 teams) registered for softball and 217 individuals registered for soccer activities. In total, adult sports accounted for 4,256 participants in 2019.

Youth sports

Youth sports programs are offered in sports camps, all sports activities, basketball, flag football, soccer, T-ball, volleyball, baseball, girls’ softball, and tennis. In 2019, 1,134 youth registered, accounting for 14,477 participants.



Collectively, sports programs accounted for 6 percent of all GVRD recreation registrations and 5 percent of participation contact units. In 2019, adult sports recovered 187 percent of expenses and youth sports recovered 201 percent of program expenses. The 2021 budget reflects the impact of the Covid-19 Pandemic, projecting 94 percent cost recovery and a 6 percent or \$11,244 subsidy.

Health and Wellness Programs 25,782 PCUs

The District offers health and wellness opportunities primarily in martial arts and Zumba. In both cases, participation is strong resulting in a very minor subsidy of less than \$.30 per participant. Martial arts had a positive cost recovery of \$3.29 per registrant while Zumba was subsidized \$3.43 per registrant. Overall, this program service area accounted for 2,481 registrations in 2019 and 25,872 participant contact units.

Enrichment Classes 9,939 PCUs

These programs are intended to enrich the lives of residents through offering classes in dance, art, music, Spanish language, and others. Overall, 9,939 community members participated in 50 different activities. The District receives approximately \$50,000 per year in revenues from these programs. In 2019, programs in this service area were self-sufficient, and recovered 103 percent of costs or \$.91 per registrant.

Participation in Programs and Activities

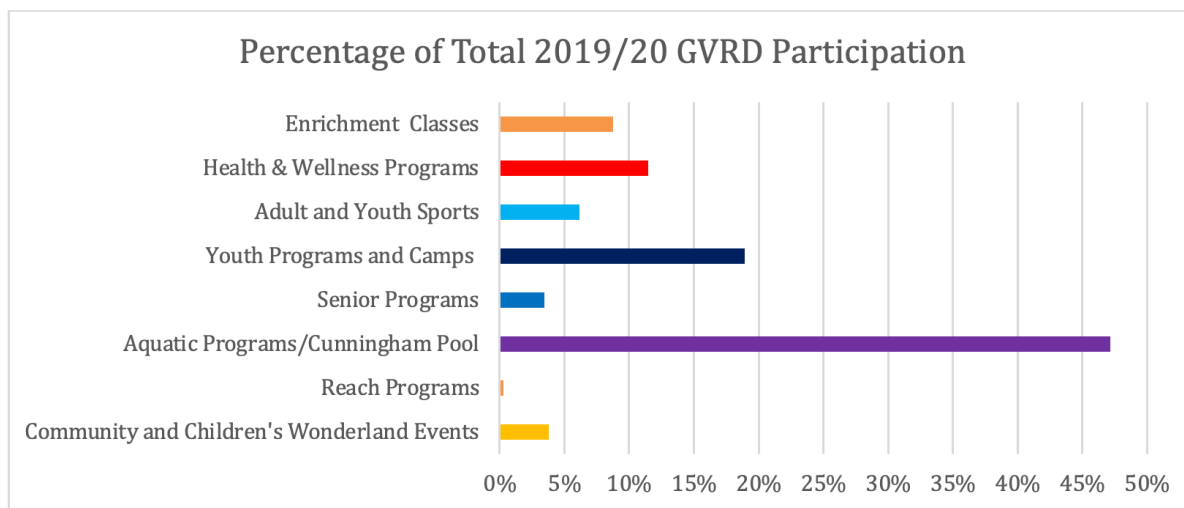
Participation data demonstrates high demand for the activities and events offered by the District. **Table 16** shows both total registration and total participation (PCUs) for each program service area in FY 2019/20.

Note that in the case of youth programs and camps, the 4,341 registrants participated 59 times, on average. Looking at total participation contact units, is a good indicator of the level of staff effort a single registration requires.

Table 16: GVRD Registration and Participation in 2019/20

Program Service Area	Total	Total	Total
	Registration	Participation PCUs	Percent of Registration
Community and Children's Wonderland Events	876	3,009	4%
Reach Programs	67	1,072	0%
Aquatic Programs/Cunningham Pool	10,824	58,243	48%
Senior Programs	799	9,116	4%
Youth Programs and Camps	4,341	255,498	19%
Adult and Youth Sports Programs	1,372	18,703	6%
Health & Wellness Programs	2,481	25,782	11%
Enrichment Classes	2,013	9,939	9%
Total	22,773	381,362	100%

Table 17: Percentage of GVRD Participation



Financial Investment in Recreation

The District has been greatly impacted by the Covid-19 Pandemic. In 2018/19, the District recovered 32 percent of its total operating expenditures in non-tax revenues compared to a typical, agency serving a similar sized community which recovers 25.9 percent. The total cost recovery for recreation in 2018/19 was 79 percent which demonstrates a highly functioning and well-run agency. The current 2020/21 budgets allocated 3.4 million dollars toward recreation or¹¹ 36 percent of the District's operating budget. Typically, agencies serving similar populations would allocate 44 percent of their budgets to recreation. In the current 2020/21 budget, the District is projected to recover 16 percent of its operating expenses and 48 percent of all direct recreation expenses.

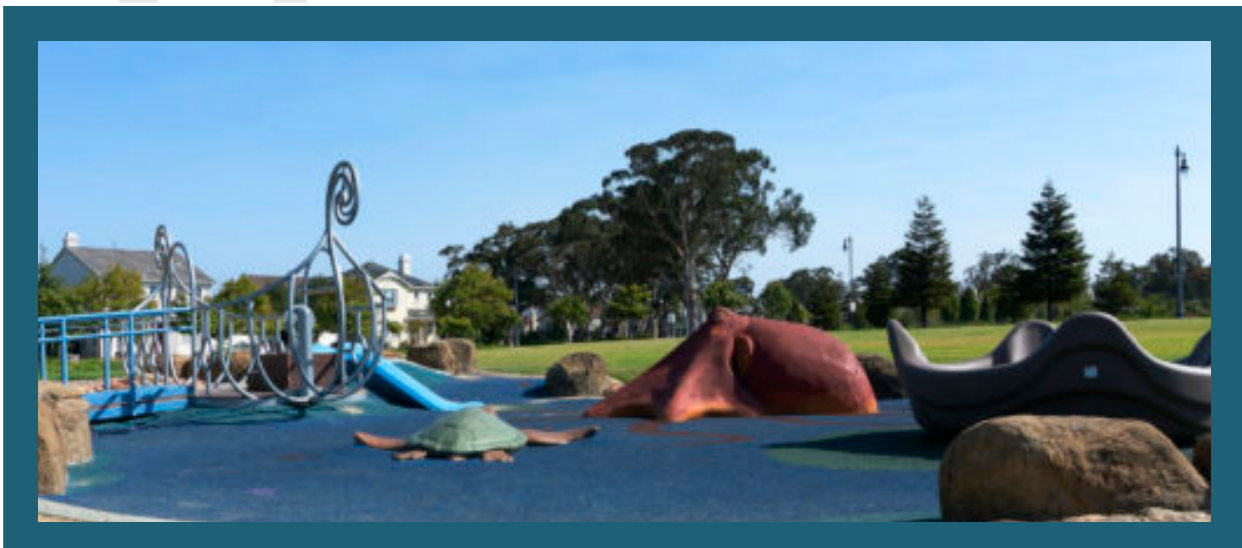
11 2020 NRPA Agency Performance Review

In FY 2019/20, the total subsidy was \$1,665,918 for recreation which represents \$13.97 per district resident. **Table 18** breaks out the 2019/20 actual subsidy by selected budget categories for direct expenses.¹² The actual subsidy, when administrative costs are included, is significantly greater. The District is encouraged to track all expenses, allocating District administrative expenses to each program and activity to determine program cost recovery.

Table 18: FY 2019/20 Recreation Subsidies

Budget Category	Revenue	Expenses	Subsidy
			\$ -
Sports	\$ 74,019	\$ 137,214	\$ (63,195)
Aquatics/Cunningham Pool	\$ 212,527	\$ 922,164	\$ (709,637)
Community Programs	\$ 33,896	\$ 128,726	\$ (94,830)
Children's Wonderland	\$ 51,471	\$ 98,123	\$ (46,652)
Dan Foley Cultural Center	\$ 227,922	\$ 345,886	\$ (117,964)
South Vallejo Community Center	\$ 52,908	\$ 203,125	\$ (150,217)
North Vallejo Community Center	\$ 28,733	\$ 89,459	\$ (60,726)
Vallejo Community Center	\$ 86,011	\$ 167,260	\$ (81,249)
Reach Programs	\$ 3,500	\$ 4,722	\$ (1,222)
After School Programs	\$ 464,536	\$ 556,821	\$ (92,285)
Teen Programs	\$ 765	\$ 8,776	\$ (8,011)
Expanded Learning Opportunities	\$ 313,793	\$ 434,031	\$ (120,238)
Break Camp	\$ 65,432	\$ 185,124	\$ (119,692)
Total	\$ 1,615,513	\$ 3,281,431	\$ (1,665,918)

Program and individual subsidies are identified for some of the key District functions in **Table 19**. It is important to focus on ongoing subsidy per registered participant and not on subsidies for one time or low performing activities.



¹² GVRD 2020/21 Annual Budget

Table 19: 2019 Recreation Participation Subsidies

	Annual Subsidy	Individual Subsidy	
Selected Program Subsidies			
Spring Break Aquatic Camp	\$5,510	\$166.97	Helping subsidize other district programs
Kids Club Before and After School Care/Club	\$220,028	\$76.58	
Guard Start Aquatic Camp	\$16,760	\$65.47	
Sports Camps	\$9,099	\$60.66	
Davey Jones Aquatic Camp	\$14,040	\$58.74	
Youth Camps	\$40,670	\$49.24	
Youth Sports	\$26,555	\$48.55	
Adult Sports	\$4,155	\$17.46	
Adult/Teen Swimming Lessons	\$1,519	\$16.33	
Private Swimming Lessons	\$18,275	\$15.97	
Drivers Ed	\$109	\$15.60	
Parent/Tots Swimming Lessons	\$965	\$7.85	
Martial Arts (Claudio's, Judo, Eagle Claw)	\$3,816	\$3.29	
Dance	\$3,102	\$3.01	
Breakfast with Santa	\$735	\$1.83	
Art and Film	\$178	\$1.01	
Group Swimming Lessons	\$568	\$0.20	
Water Exercise	-\$341	-\$0.83	
Music Programs	-\$524	-\$1.42	
Zumba	-\$4,529	-\$3.43	
Easter Egg Hunt	-\$2,853	-\$4.43	
Core Chi Senior Exercise	-\$322	-\$5.46	
Reach Activities	-\$392	-\$5.85	
Early Rise Exercise	-\$4,968	-\$6.71	
Holiday Scavenger Hunt	-\$68	-\$8.50	
Snow Day	-\$1,475	-\$8.68	
Campfire Visions of the Wild	-\$640	-\$9.01	
Fishing in the City	-\$1,107	-\$9.23	Evaluate program/make changes to control costs
Recreation Swimming	-\$55,613	-\$17.68	
After School at the Pool	-\$727	-\$19.65	
Pumpkin Patch Parade	-\$205	-\$20.50	
Lap Swimming	-\$76,828	-\$21.80	
Winter Ball Dance	-\$309	-\$77.25	
Alpha Pals Pre-school	-\$49,039	-\$97.11	
Vallejo Hall of Fame Celebration	-\$12,288	-\$142.88	
Children's Wonderland Field Trips	-\$3,506	-\$152.43	
75th Anniversary Block Parties	-\$29,627	-\$1,481.35	

In **Table 19**, 17 separate programs recovered all direct costs and were able to provide funds to subsidize other District programs and services. Kids' Club Before and After School Care/Club recovered greater than \$220,000 more than costs, while lap and recreation swimming received the greatest subsidy. These two aquatic activities were particularly high with a subsidy of \$21.8 (lap swimming) and \$17.68 (recreation swimming). Typically, this would suggest a need to evaluate available hours and to look at how programs are scheduled to reduce costs. The new, low depth pool at the Cunningham Aquatic Complex may create opportunities for efficient scheduling of swimming lessons simultaneous with open recreation swimming and lap swimming.

Scholarships

The District has a formal scholarship program although it is underused. In 2019/20, the program was budgeted at \$50,000 but only \$7,660 was used. The scholarship fund is intended to cover 50 percent of the cost for any GVRD youth program for qualified applicants who are 17 years old or younger and meet the low-to-moderate income status. Increased communication to District residents would likely result in higher use.

Program Locations

Programs were primarily offered at 19 locations and online.

McIntyre Ranch	Amador Facility
Children's Wonderland Park	Cave Language Academy
Dan Foley Park	Caliber Changemakers Academy
Wardlaw Dog Park	Joseph H. Wardlaw Elementary School
Vallejo Community Center	Glen Cove Elementary School
North Vallejo Community Center	Steffan Manor Elementary School
South Vallejo Community Center	Benicia High School
Dan Foley Cultural Center	Vallejo Charter School
Cunningham Aquatic Center	Annie Pennycook Elementary School
Cunningham Portable Facility	

Program Development

Information gathered through the demographic profile, public input received, and the needs assessment suggested a variety of areas for future program development:

Demographic Profile

- There is a significant percentage of residents with a disability (27 percent). In addition to ensuring facilities and programs are following the Americans with Disabilities Act, a focus on inclusive programming is important as are all-inclusive playgrounds

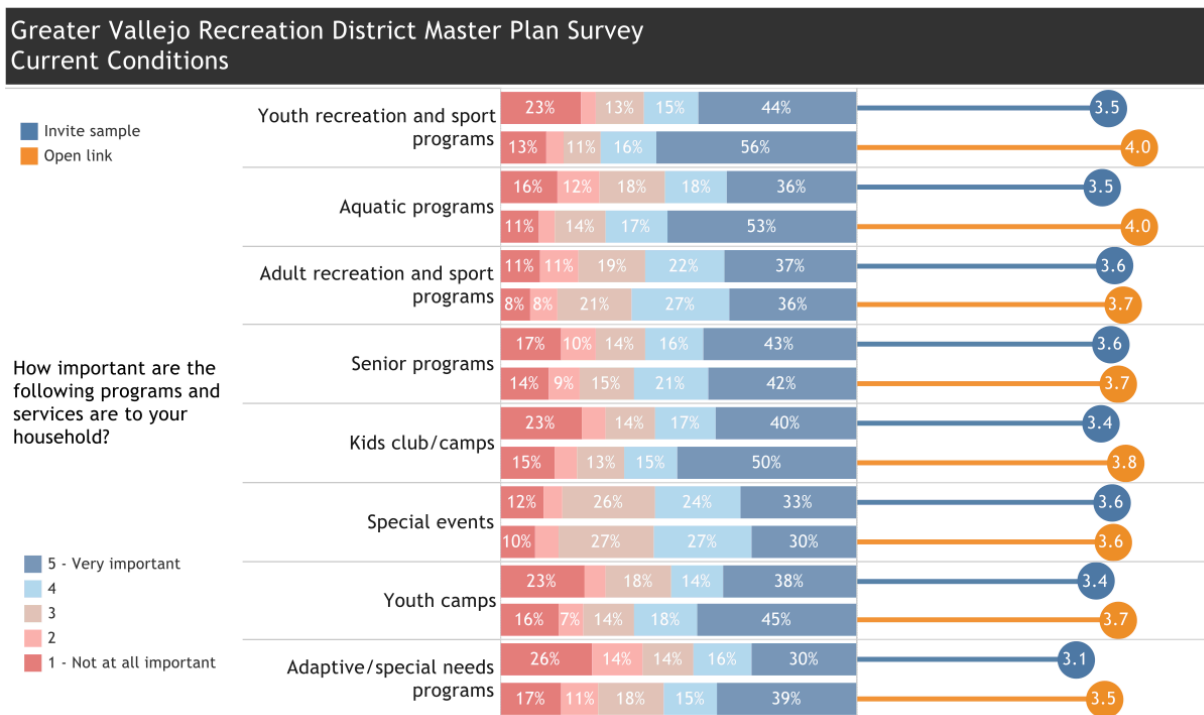
The Public Engagement Process

- Fees are appropriate and do not present a barrier to participation
- There is strong support for a sports facility to replace the closed Mare Island Sports Complex
- Senior activities including fitness programs in the parks that get seniors outside
- Additional aquatic programs and aquatic facilities are desired
- Recreation programming in neighborhood parks such as concerts and movies in the parks may be well received
- Sports programs should be spread around the District rather than in one location
- Art in the parks and a public art master plan are needed and desired

The Needs Assessment Survey

- Improvements/renovations to existing recreation facilities are needed
- A new sports complex or a facility that can accommodate sports and fitness activities is desired
- Additional aquatics activities and facilities are desired
- Improvements to community centers are important
- Additional emphasis on improving program and service satisfaction (32 percent of district residents are dissatisfied with programs, 33 percent with special events and 44 percent with District facilities).
- Additional emphasis on improving youth and adult sports programs and aquatic programs (among the most important services to District residents although only around ½ of residents report their needs are being met in these service areas). See **Figure 33** – importance of District programs and services

Figure 33: Importance of District Programs and Services



Other Recreation Service Providers in Vallejo

Service providers (both for profit and not for profit) were identified during the planning process.

- Cal Maritime Aquatic Center
- Vallejo High School
- Jesse Bethel High School
- Saint Pat Saint Vincent School
- In Shape and 24hr Fitness
- Cross Fit
- Orange Theory Fitness
- Six Flags Discovery Kingdom
- Solano Fairgrounds
- Blue Rock Golf Course
- Hidden Brooke Golf and Tennis
- Vallejo City Unified School District
- Solano Family Children’s Services
- North Bay Gymnastics Center
- Solano County Library
- Kumon Tutoring

Resources Dedicated to Recreation

Typical parks and recreation agencies dedicate approximately 31 percent of their budgets to programs and events (See **Figure 34**). The District dedicates 11 percent, resulting mainly from a strong direct cost recovery. Revenue and expense trends are budgeted in 2018/19 and 2019/20 in a consistent manner while budgets dedicated to recreation were greatly impacted by the Covid-19 Pandemic.

Figure 34: Typical Parks and Recreation Agency Budget Allocation

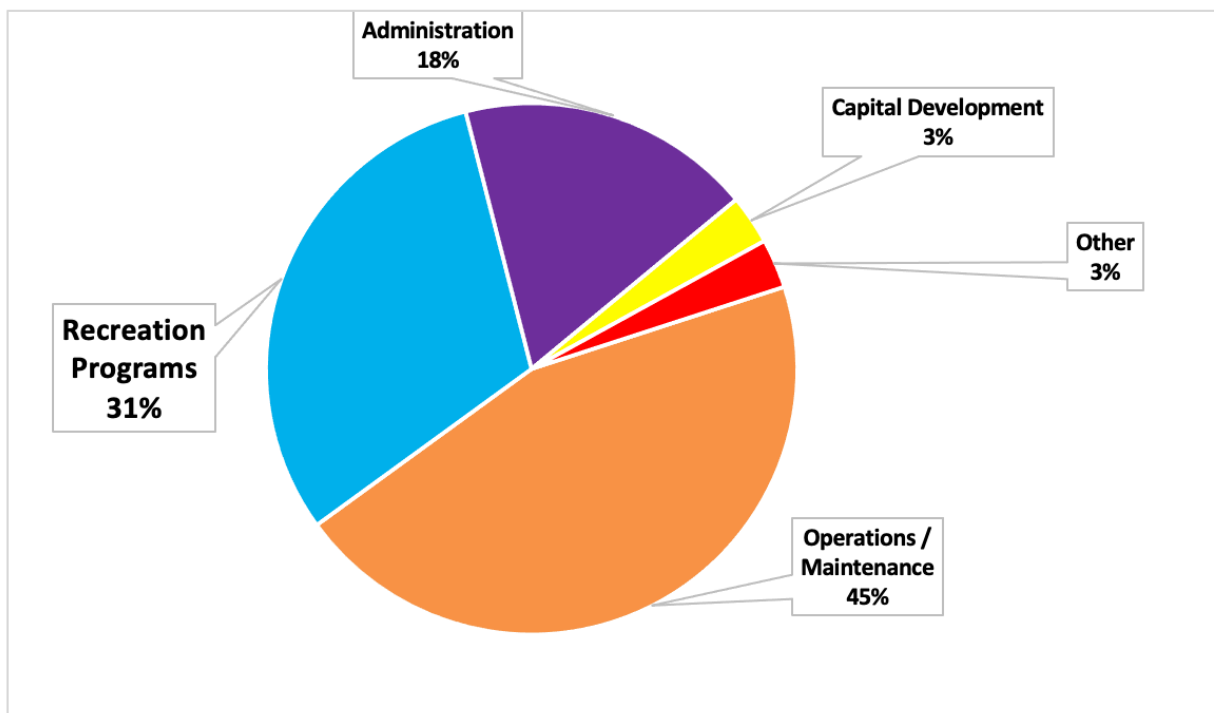
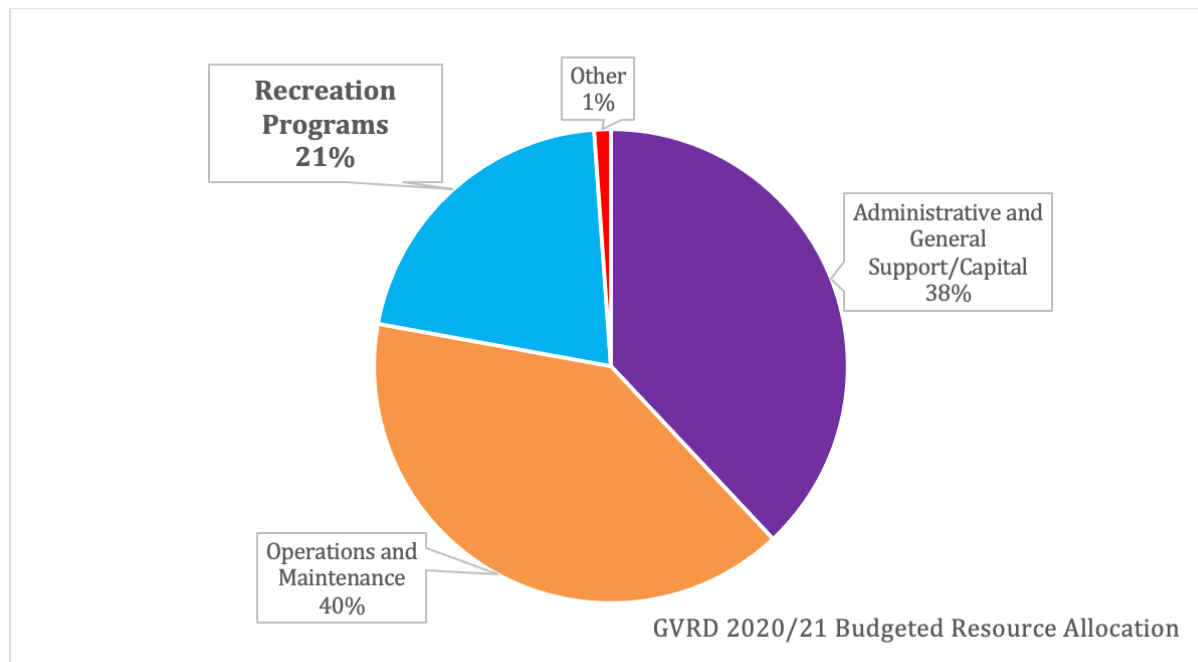


Figure 35: GVRD Budget Allocation



Resource Allocation and Subsidy Level Policies

Parks and recreation facilities, programs, and services are essential to improving the lives of District residents. However, not all facilities, programs, and services should receive the same level of subsidy. In general, the more a facility, program, or service provides a community benefit to its citizens, the more that service should be paid for by all citizens through the use of general fund allocation. The more a facility, program, or service provides individual benefits, the more that service should be paid for through user fees. A resource allocation and subsidy philosophy can acknowledge the many known public benefits a healthy parks and recreation system provides to the community. District staff were introduced to this philosophy during a training session in October 2020 and are encouraged to develop a philosophy and subsequent policy. Currently several youth programs and particularly youth sports programs receive a smaller general fund subsidy than community events. While this appears to be acceptable to District residents, it is unusual.

GreenPlay, LLC has long championed such a philosophy, demonstrated using the “Pyramid Resource Allocation Methodology” shown in **Figure 36**. This methodology develops and implements a refined philosophy and policy based on current best practices as determined by the mission of the agency and categorical service benefits to the community and/or individual. A resource allocation and subsidy philosophy and policy will support the District’s public facilities and cost-effective services.

Figure 36: Pyramid Resource Allocation Methodology

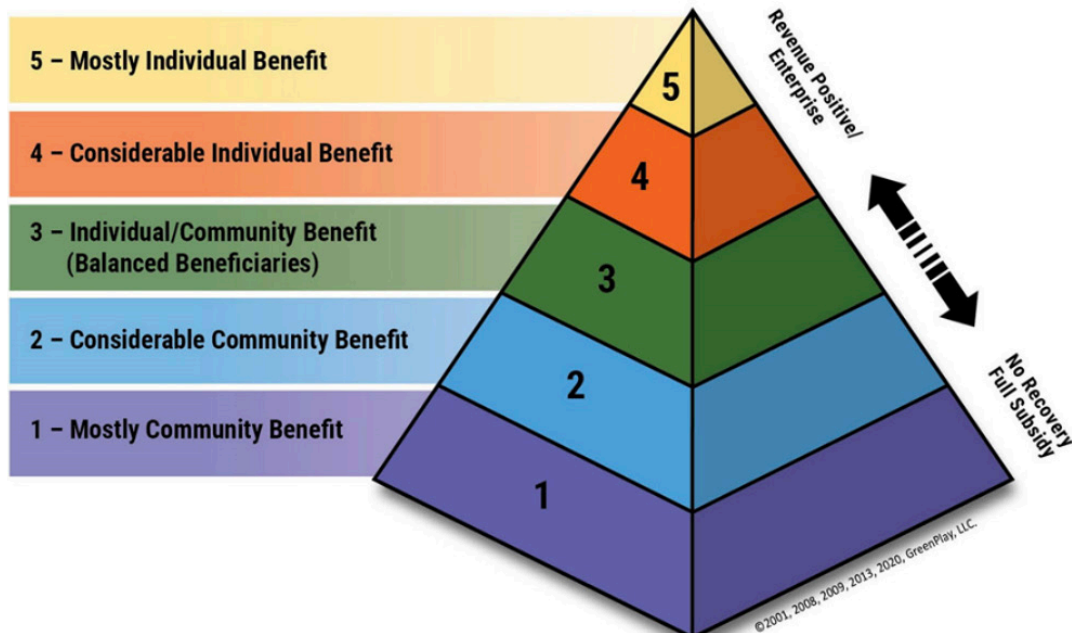


Table 20: Recreation Revenue and Expense Trends

	2018/19	2019/2020	2020/2021
Revenues	\$ 3,140,551	\$ 3,216,982	\$ 1,652,772
Expenses	\$ 3,722,698	\$ 3,835,297	\$ 3,461,687
Total Subsidy	\$ (582,147)	\$ (618,315)	\$ (1,808,915)

Measuring Recreation Program Effectiveness

The District evaluates programs and services in a variety of ways:

- Aquatics uses Survey Monkey and hands out QR codes on the last day of programs for customers to complete on a mobile device while at the facility. In addition, camps and swimming lessons are evaluated with a satisfaction survey
- Lap swim satisfaction survey – (annual)
- A satisfaction survey for sport field use is emailed to customers at end of each reservation
- Pre-youth, before, and after-school, summer camps and post camp questionnaire and evaluation are completed at the conclusion of each program
- Performance measures are in place to report program satisfaction and quantity of programs that include bi-monthly reports to the Board of Director’s. Monthly cash flow reports, personnel evaluations, and performance audits, and before and after school program site performance evaluations are completed

An expanded evaluation process designed to determine both user satisfaction with each program and activity, and a method to measure of variety of new programs may serve the District well. Some sample performance measures with outcome and purpose are in **Table 21**. A minimum of five performance measures, reported quarterly and in a cumulative annual report are recommended.

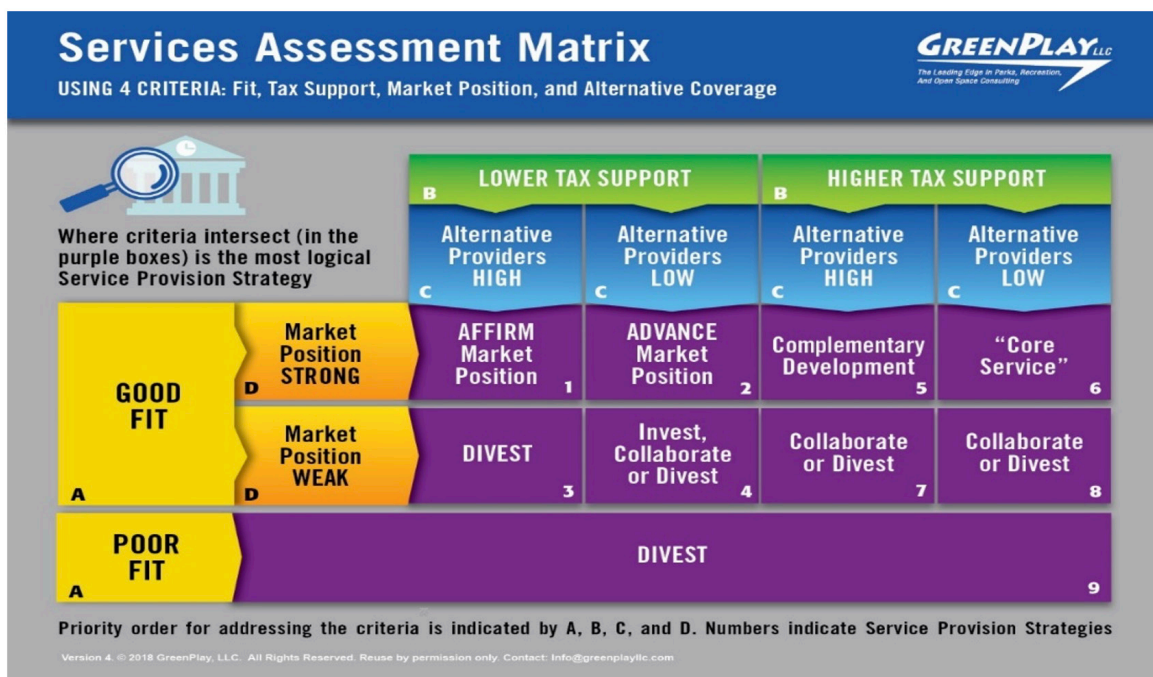
Table 21: Sample Performance Measures, Purposes and Outcomes

Performance Measure	Purpose	Outcome
# of new classes per quarter	Maintain a fresh and novel recreation program	Attract new and returning participants
# of program cancellations	Keep programming from stagnating.	Make efficient use of coordination time and marketing budget
Participant satisfaction rates	Maintain and attract advocates, strong, sustainable revenues, and word of mouth marketing	Encourage high quality program delivery
Ongoing Patron Satisfaction surveys	Receive continuing data to improve programs	Survey at least 75 percent of program participants

Recreation Service Assessment

The District should have a process in place to evaluate the success of current program offerings and criteria to determine if new programs should be instituted or if changes should be made to current programs, including eliminating or suspending existing programs. The Service Assessment Matrix in **Figure 37** provides one tool for evaluating the delivery of the recreation program.

Figure 37: Service Assessment Matrix



A few simple questions should be asked of participants and staff about each program:

- Is participation increasing or decreasing? If participation is increasing, then it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format, or instructor? If not, it may be time to discontinue the program
- Is there information contained in the participation/staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can program costs be reduced or can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the District could provide referrals for its customers
- The District can also use cancellation rates to help make decisions regarding resource allocation and to focus marketing efforts
- Is this program taking up facility space that could be used for expansion of new or more popular programs in demand by the community? One way to ensure efficient scheduling of activities and classes is to monitor fill rates. **Table 22** lists the 6 enrichment programs among the 50 offered, that typically have a fill rate at 75 percent or higher.

Table 22: GVRD Enrichment Classes With Typically High Fill Rates

Class/Activities	Location	Season	Registration	Available Spaces	Fill Rate
Ballet/Jazz	Vallejo Community Ctr.	Summer	31	32	97%
Anime/Manga Drawing	Foley Cultural Center	Summer	60	64	94%
Ballet/Jazz	Vallejo Community Ctr.	Spring	32	40	80%
Intro Ballet-Jazz	Vallejo Community Ctr.	Summer	23	30	77%
Anime/Manga Drawing	Foley Cultural Center	Spring	45	60	75%
Kids & Film Camp	North Vallejo Comm. Ctr.	Spring	42	56	75%

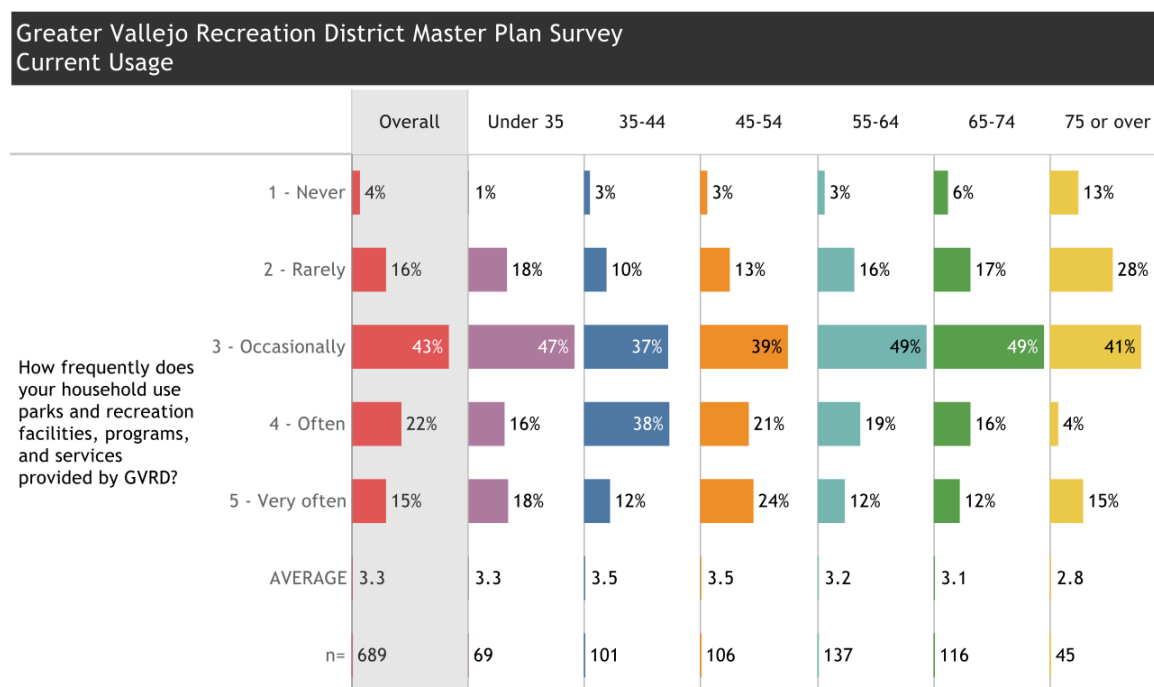
The District is encouraged to better utilize its electronic registration system by more accurately estimating available spaces. This will provide a more consistent and clearer picture of those services to continue to offer and those the District should consider changing or eliminating.

Marketing Efforts, Channels, and Opportunities to Increase Program Participation

Identifying Core Markets for Programs

The District’s population of 119,217 makes great use of its parks and services. The needs assessment survey asked residents to report how often they use GVRD parks, facilities, and programs on a scale of 1 – 5. Rating 1 and 2 (rarely and never use), rating of 3 (occasionally use) and 4 and 5 (heavy use) helps to describe core users. In total, 80 percent of survey respondents, (96,000 of the 119,214 District residents) report to using parks, programs, and facilities, at least occasionally. **Figure 38** demonstrates survey respondent’s age and users of parks, programs, and services. This suggests that households with survey respondents reporting their age as 35-44 or 45-54 may have higher participation and could be considered core users of District parks, programs, and services.

Figure 38: Current Usage by Age



Generational Preferences

Activity participation and preferences tend to vary based on several demographic factors but can also differ based on generational preferences. According to Esri Business Analyst, the following birth years identify generations into the categories in **Table 23**.

Understanding how resident’s recreation and leisure time is spent, can be thought of as a function of their generation. **Table 23** shows generations by age, while **Table 24** provides the breakdown for GVRD.

Table 23: US Generation Categories

<i>Silent Generation</i>	<i>1928 – 45</i>
<i>Baby Boomers</i>	<i>1946 – 64</i>
<i>Generation X</i>	<i>1965 - 80</i>
<i>Millennial</i>	<i>1981 – 98</i>
<i>Generation Z</i>	<i>1999 - 2016</i>
<i>Alpha Generation</i>	<i>2017 - Later</i>

Source: Esri Business Analyst

Table 24: Generation by Age in GVRD, California and the United States

Generation	GVRD	California	USA
Generation Alpha Population (Born 2017 or Later)	6.00%	5.03%	4.76%
Generation Z Population (Born 1999 to 2016)	20.00%	23.40%	22.70%
Millennial Population (Born 1981 to 1998)	23.00%	26.59%	24.47%
Generation X Population (Born 1965 to 1980)	20.00%	19.68%	19.77%
Baby Boomer Population (Born 1946 to 1964)	24.00%	19.31%	21.48%
Silent & Greatest Generations Population (Born 1945/Earlier)	7.00%	5.99%	6.82%
Population by Generation Base	100.00%	100.00%	100.00%

The Silent Generation

The Silent Generation began life in some of the most difficult conditions, including the Great Depression, the Dust Bowl, World War II, and economic and political uncertainty. This generation is conservative, careful, and conscientious. The members of this generation are also often thrifty, respectful, patriotic, loyal, and religious. This generation may be challenged by technology. The youngest have reached 75 years of age and can be greatly assisted by the social interaction that takes place at senior centers or within senior programs.

Baby Boomers

As Baby Boomers enter and enjoy retirement, they are looking for opportunities in fitness, sports, outdoor activities, cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults. Boomers were second only to Generation X and Millennials in fitness and sports participation in 2019.

Baby Boomers will look to park and recreation professionals to provide opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes are important. Recreation trends are shifting away from games and activities that boomers associate with senior citizens such as bingo, bridge, and shuffleboard.

Generation X

Many members of Generation X are at the peak of their careers, raising families, and growing their connections within the community. As suggested by the 2017 Participation Report from the Physical Activity Council, members of Generation X were “all or nothing” in terms of their levels of physical activity; with 37 percent reported as highly active, and 27 percent reported as completely inactive. As further noted in the Report, over 50 percent of Generation X was likely to have participated in fitness and outdoor sports activities. An additional 37 percent participated in individual sports.

The Millennial Generation

The Millennial Generation is generally considered to be those born between about 1981 and 1996. In April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation's most populous age group .

Millennials tend to be more tech-savvy, socially conscious, and achievement-driven with more flexible ideas about balancing wealth, work, and play. They generally prefer different park amenities and recreational programs, from their counterparts in the Baby Boomer generation. Collaboration with this generation should be considered in parks and recreation planning. In an April 2015 posting to the National Parks and Recreation Association's official blog, Open Space, Scott Hornick, CEO of Adventure Solutions suggested the following 7 things to consider for making your parks Millennial friendly :

1. Group activities are appealing.
2. Wireless internet/Wi-Fi access is a must – being connected digitally is a Millennial status-quo and sharing experiences in real time is something Millennials enjoying doing.
3. Having many different experiences is important – Millennials tend to participate in a broad range of activities.
4. Convenience and comfort are sought out.
5. Competition is important, and Millennials enjoy winning, recognition, and earning rewards.
6. Facilities that promote physical activity, such as trails, sports fields, and activities like adventure racing activities are appealing.
7. Many Millennials own dogs and want places where they can recreate with them.

In addition to being health conscious, Millennials often look for local and relatively inexpensive ways to experience the outdoors close to home; on trails, bike paths, and in community parks .

Generation Z

As of the 2010 Census, the group under age 18 form about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse, and 25 percent is Hispanic.

Characteristics cited for Generation Z, the youth of today, include :

1. The most obvious characteristic for Generation Z is the widespread use of technology.
2. Generation Z members live their lives online and they love sharing both the intimate and mundane details of life.
3. They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity.
4. Generation Z tends to be independent. They do not wait for their parents to teach them things or tell them how to make decisions, they Google it.

Generation Alpha

Children in this generation will be born entirely in the 21st century and are children of Millennials. The Alpha generation will be considered the most technological demographic to date. Also known as the iGeneration, they will grow up in a world that interacts with artificial intelligence and smart voice assistance. A world without such technology will seem foreign to them. By the time this generation reaches their twenties, they will likely recreate the way they interact with their environment. They will have little to no fear of technology. Artificial Intelligence is expected to be mainstream by the time the first Alphas reach their twenties, resulting in Alphas having significantly more leisure time than any other generation to date. Near the end of the ten-year implementation of this master plan, the

Alpha generation will be reaching teen years. Every effort to accommodate this generation with high quality, state of the art technology in facilities and programs will be necessary to reach this group. This generation will see the transition from fossil fuels and be the most environmentally astute, in part out of necessity.

Promotion and Communication Methods to Promote Activities and Events

As service organizations, parks and recreation agencies require a proactive and consistent marketing approach. Typical agencies use annual reports, press releases, letters to the editors, letters to stakeholders, letters to human service providers, newsletters, presentations to civic groups, paid advertisements, news features, brochures, flyers, information on press kits, displays, demonstrations and electronic communication and social media to publicize events and activities.

The District does not employ a professional marketing or social media coordinator. Periodic review of the District’s Facebook page demonstrates creative, informative, and up to date postings. A detailed marketing plan is recommended.

The needs assessment, survey (invite sample) which was conducted through random invitation, demonstrated that most residents currently receive information on programs and activities from the activity guide/brochure (52 percent), followed by other key methods.

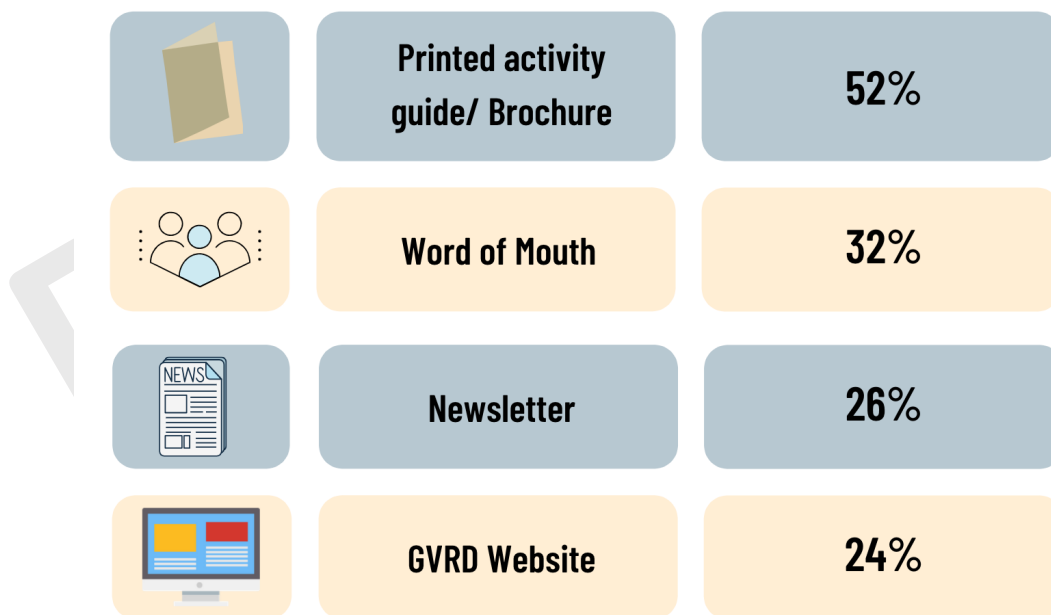
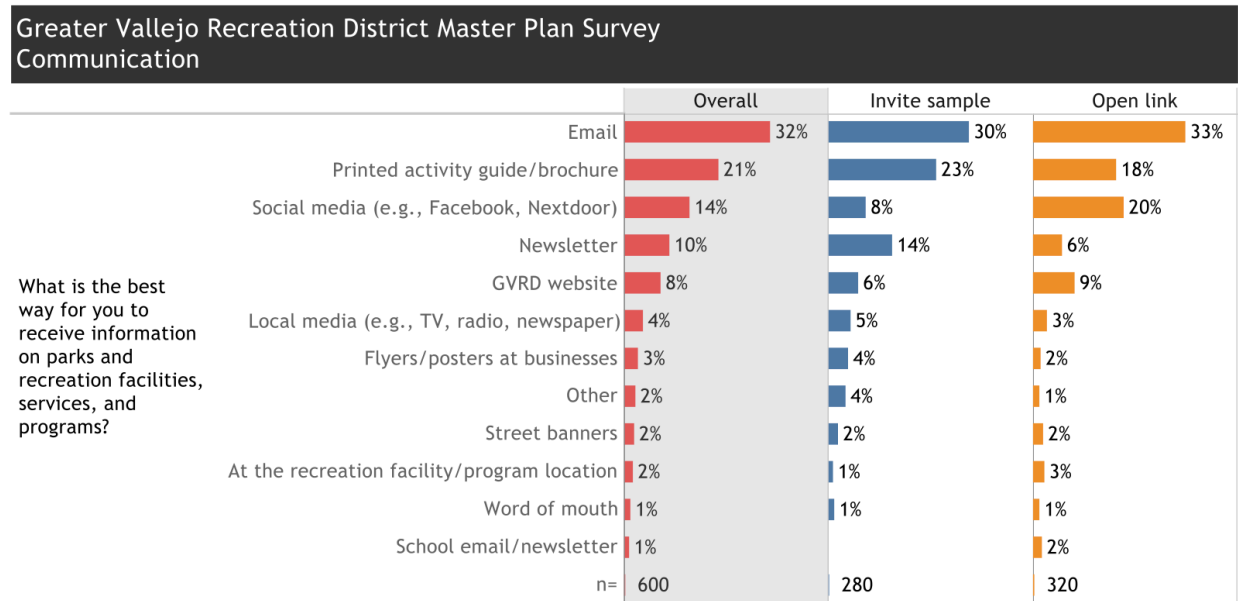


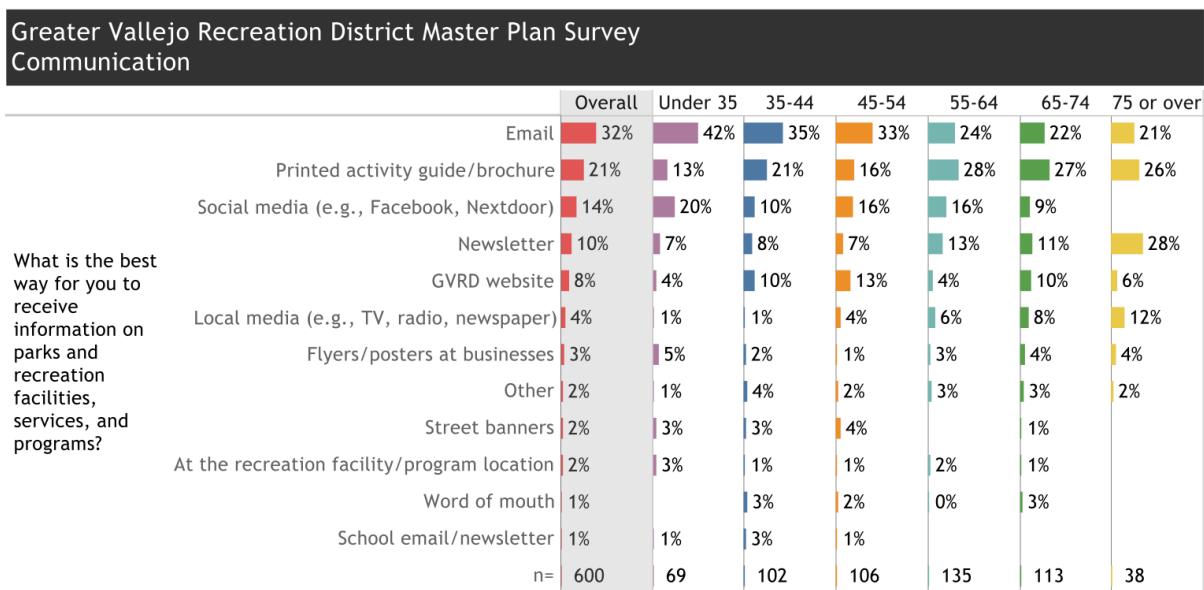
Figure 39 shows residents’ preferred methods to receive communication. Residents prefer to receive information by email, the program activity guide and social media. Note that there are significant differences between the current way residents receive information from the district and their preferences.

Figure 39: Preferred Communication Methods



The most preferred method to receive information by age group, shows that those aged under 55 put more emphasis on email than those aged 55 and older. And those aged over 55 put more emphasis on the printed activity guide than those aged under 55. These results could help target age groups with marketing based on communication method. See Preferred Community Methods by Age Group in **Figure 40**.

Figure 40: Preferred Communication Methods by Age Group



Key Findings

1. Lap and recreation swimming subsidies are unusually high
2. Senior programs are minimal but not in high demand
3. Before and after school programs and youth sports programs produce the greatest infusion of locally generated revenue for the District
4. Satisfaction with recreation activities, community events and facilities are rated average and provides a focus area for improvement in quantity and quality of programs
5. Quarterly and annual performance measures should be developed in concert with the Board of Directors and General Manager's direction
6. A full-time marketing and social media coordinator may serve the district well
7. A formal marketing plan is needed
8. There is a difference between how residents receive information and how they prefer to receive information
9. The District should focus on increasing the REACH program to better meet the needs of 27 percent of District residents who have a disability
10. There is strong support for aquatics activities and a replacement for sports and fitness opportunities offered at the former Mare Island Sports Complex
11. Recreation and arts programs in neighborhood parks are likely to receive generous participation (summer concerts, movies in the parks)

C. Maintenance and Operations Analysis

GreenPlay assessed parks maintenance to evaluate effectiveness, efficiency, and ability to deliver safe, clean, and green outdoor spaces for the community. The desired outcome of this assessment is to identify opportunities to refine and optimize the District's maintenance practices and to development recommendations that will ensure the District is meeting its maintenance and operational objectives in an effective manner.

The District maintains parks and facilities in 42 locations spanning 906 acres of parks and open space properties. All but five of the parks are owned by the City of Vallejo under a master lease agreement that was originally executed in December 1974 for 35 years and that was extended in 2009 for another 25 years until December 2034. The master lease clarifies that the District has complete responsibility and autonomy to maintain and operate the parks with the exception of tree trimming, access roads and access to utilities. Water is provided by the City of Vallejo.

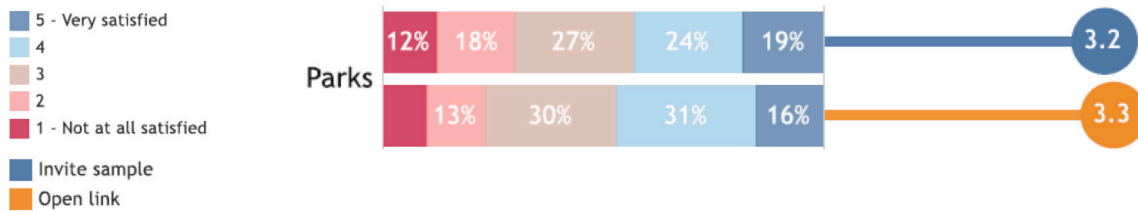
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“I don't believe we need more parks, just improve maintenance. I do believe a sports complex is needed- old fairgrounds.”

- Comment received from the Survey

The District annually invests approximately 3.7 million dollars in park maintenance and facility operations. While it is common for parks maintenance to be responsible for medians, landscaping, and maintaining the areas around libraries and city hall facilities, the GVRD only maintains District parks and facilities. The needs assessment survey completed for the master plan consisted of both a random, statistically valid survey (invite sample) and an open link survey, available to the entire community. The statistically valid- survey demonstrated that while 43% of park users were generally satisfied with the parks, 30% were not. Many comments were received expressing concern for safety, security, and the overall condition of the parks. Community

members rated their satisfaction on a scale of 1 (not at all satisfied) to 5 (very satisfied) as 3.2, just over average.



The Importance of Quality Park Maintenance

Proper maintenance of parkland can reduce the possibility of accelerated depreciation of park amenities, increased crime, gang activity, vandalism, negative public perception of District operations, decreased property values surrounding parks and increased renovation costs in the future. Opportunities to address safety and security issues in District parks, primarily falls into the responsibility of the Park Maintenance team.

Maintenance and Operations Resources

Financial Resources

To better evaluate the District’s investment in Park Maintenance, it is helpful to compare funding levels with other similar communities. Using data from over 1,000 agencies around the country, published in NRPA’s 2020 Agency Performance Review, we are able to see that typical agencies may expend from \$4,376 (Low) to \$18,358 (High) with a median of \$6,215 per acre of park space. The District expends only \$4,142 per acre to maintain the 906 acres of park space in 42 locations. Typical agencies expend 38% of their operating budgets on parks and maintenance operations.¹³ The GVRD expends 34%.

Staffing Resources

GVRD’s maintenance and operations are overseen by a long-term superintendent who supervises two lead park maintenance workers, one lead irrigation specialist, and eight full time maintenance staff. There are an additional five seasonal positions employed between April and November and no other part-time resources allocated. Recruitment for full-time staffing is not difficult, as many positions are filled from the seasonal workforce. However, recruiting seasonal staff is a challenge, in part due to low wages. As a result of the 2009 recession, the District has reduced positions (two maintenance worker positions and one mechanic) even though they have increased the workload. Currently, some of the mechanic’s functions are contracted to local vendors.

The District employs up to eight part-time visitor services specialists who, similar to non-sworn park rangers, prepare picnic reservations, collect parking fees and otherwise, focus on compliance with park rules. They do not attempt enforcement at any level.

The District does not have or pursue volunteers or friends’ groups to support park projects and only one friends group at Lake Chabot is active. Staff report that they do not have an equipment replacement fund or asset management process in place.

The maintenance team assists recreation staff for special events and completes a higher level of park maintenance prior to larger events.

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GVRD Park Assets

The following parks and park assets are maintained by the District:

Park Space	GIS Acres	Park Space	GIS Acres
Amador Complex	6	Henry Ranch Park	5
Beverly Hills	19	High Glen Park	17
Blue Rock Springs	34	Highlands Park	13
Blue Rock Springs Corridor	119	Independence Park	2
Borges Ranch	5	Lake Dalwigk	72
Carquinez Park	9	Lake Dalwigk (City of Vallejo)	
Castlewood Park	8	McIntyre Ranch Park	41
Children's Wonderland	6	North Vallejo Park	15
City Park	4	Northgate Park	8
Crescent Park	3	Orchards Park Hidden Brooke Park	29
Crest Ranch Park	17	Richardson and Corp Yard	22
Dan Foley Park	173	River Park	103
Delta Meadows Park	6	Setterquist Park	17
Fairmont Park	1	Sheveland Park	2
Glen Cove School Park	14	Terrace Park	18
Glen Cove Waterfront	26	Wardlaw School Park	6
Grant Mahoney Park	3	Wardlaw Skate and Dog Park	15
Hanns Park	32	Washington Park	4
		Wilson Park	29
System Totals			906

<ul style="list-style-type: none"> • Basketball Courts (13) • Concession's areas (5) • Diamond Ballfields (15)* • Dog Park (1) • Equestrian Facility (1) • Event Spaces (4) • Display Garden (1) • Horseshoe Court (20) • Walking Loops (12) • Open Turf Areas (12) • Restrooms (14) • Footgolf Course (1) 	<ul style="list-style-type: none"> • Playgrounds (24) • Natural Areas (8)** • Open Turf Areas (27) • Pickleball Courts (10) • Tennis Courts (14) • Rectangular Ballfields (6)* • Shelters (15)-? What is considered a shelter? • Skate parks (1) • Trailheads (5) • Spray Pads (1)
--	--

* A diamond ball-field is available for baseball, softball, t-ball, etc. while a rectangle ball-field is used for soccer, football, etc.

** A natural area is undeveloped open space

Park Maintenance Resource Challenges

The District faces many parks maintenance challenges due to the external forces and growth of the City. A need for a larger investment in park maintenance is a result of six key factors:

1. Growth

The District has expanded over the past decade, including new parks (Hidden Brook, Northgate, Highlands), the Mare Island Playground, Colusa building maintenance, renovation and increased use at the Children’s Wonderland, expansion of turf areas at McIntyre Ranch and Dan Foley sports fields, without adding sufficient resources to maintain these new and renovated parks. Absorbing the maintenance cost lowers the level of service the maintenance staff can provide throughout the system. The workload at Dan Foley Park alone may necessitate a full-time maintenance employee to report and focus just on this showcase park.

2. Wildfire prevention

The increased prevalence of wildfires in the vicinity of the District now necessitates a significantly greater demand on the maintenance team as flail mowing that used to be needed once per year, is now required four times per year to prevent fires. Recommendations for additional facilities that incorporate multi-purpose fields, landscaping, and shade elements must consider grass height, materials, and proximity to structures to mitigate wildfire risk. Much of Mare Island is designated as high risk for wildfire (data from Solano County), so any new facilities or updates to parks and trail systems in the open space area should consider the high vulnerability. Areas in the core of the District where park facility gaps in service exist have little to no wildfire risk.

3. Irrigation systems

The irrigation system is antiquated and needs to be upgraded. Staff are in a daily, reactive mode to efficiently operate the system.

4. Homelessness

Issues related to homelessness are significant in the parks, requiring approximately 30% greater workload in the affected areas for trash removal and clean up. A staff resource for addressing homeless issues is at **Appendix G**.

5. Illegal dumping

Issues related to illegal dumping are significantly causing a greater need for clean-up in the parks. Staff report a 50% increase in illegal dumping in the last few years.

6. Discontinued use of Glyphosate

The District no longer uses Round-up or other Glyphosate products which creates a much greater need for hand weeding, especially around tree rings.

The District maintenance team’s daily workload is generally reactive around safety, illegal dumping and responsiveness to graffiti in the parks. As population in the district grows, so will the need for future park development and additional park maintenance.



Maintenance and Operational Effectiveness

The team meets each morning to discuss and prioritize work. Routes are run on Mondays and Fridays and each maintenance worker is responsible for 3 to 5 parks. On Tuesdays, Wednesdays and Thursdays, the staff work in small groups on projects in addition to daily trash removal and servicing of restrooms. The Corporate Yard at Richardson Park serves as a central reporting locating, minimizing windshield time to drive to and from the parks.

Park Safety and Security

Relationship with Public Safety

A key partnership opportunity exists with public safety, both Solano County and the City of Vallejo. Unfortunately, staff report that Public Safety support is minimal. Staff report that the Sheriff's office and city police are not very responsive when called. They have other priorities but come to the parks for major offenses, shootings, etc. Currently, staff do not have a designated point of contact to call for City of Vallejo police assistance. It is recommended that staff carry a non-emergency phone number and that greater support be documented in an updated master lease agreement with the City. It is worth noting that a written and clear agreement with public safety providers is a standard recognized by the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

Park Security

During the public engagement process, many comments were received that expressed concern with safety, maintenance, trash, illegal dumping, inappropriate use of the parks and homeless issues. Comments were also received offering volunteer support and neighborhood engagement with parks issues to help with maintenance, project work and address security concerns. It is recommended that future parks should be designed with a strict adherence to Crime Prevention Through Environmental Design Principles (CPTED). While primarily applied during planning for parks, community concerns are so prevalent around safety and security, that steps to renovate or apply the principles to existing parks are certainly warranted and recommended. The four key principles of CPTED as published by the Crime Prevention Council:

1. Natural surveillance

The fundamental premise is that criminals do not wish to be observed. Surveillance or the placing of legitimate 'eyes in the parks' increases the perceived risk to offenders. This may also increase the actual risk to offenders if those observing are willing to act when potentially threatening situations develop. So the primary aim of surveillance is not to keep intruders out (although it may have that effect) but rather, to keep intruders under observation.

2. Natural access control

Natural access control relies on doors, fences, shrubs, and other physical elements to keep unauthorized persons out of a particular place if they do not have a legitimate reason for being there. Nonphysical or 'psychological' barriers can be used to achieve the objective of access control. These barriers may appear in the form of signs, paving textures, nature strips or anything that announces the integrity and uniqueness of an area. The idea behind a psychological barrier is that if a target seems strange, or difficult, it may also be unattractive to potential criminals.

3. Territorial reinforcement

People naturally protect a territory that they feel is their own and have a certain respect for the territory of others. Clear boundaries are achieved by using physical elements such as fences, pavement treatment, art, signs, good maintenance, and landscaping which are ways to express ownership. Territorial reinforcement can be seen to work when a space, by its clear legibility, transparency, and directness, discourages potential offenders because of users' familiarity with each other and the surroundings. The use of bollards and locked gates when parks close can be effective.

4. Maintenance and management

This is related to the neighborhood's sense of 'pride of place' and territorial reinforcement. The more dilapidated an area, the more likely it is to attract unwanted activities. The maintenance and the 'image' of an area can have a major impact on whether it will become targeted. Basically, well maintained parks are easier to keep clean and are more efficiently managed.

The District is recommended to consider implementing the following:

1. The Maintenance Superintendent and his staff should either contract with a consultant or complete a park security evaluation in-house that analyzes:
 - Site Lines
 - Lighting
 - Concealed and isolated areas
 - Opportunities for space activation
 - Maintenance standards in areas most affected by inappropriate behavior
 - Signage
 - Horticultural practices
2. Implement opportunities for applying Crime Prevention Through Environmental Design (CPTED) principals to existing parks:
 - Increase visitor services personnel to provide a greater presence
 - Work to achieve agreements with the Solano County Sheriff's Office and the City of Vallejo Police Department to drive through the parks on a recurring basis. An effective deterrent can be a patrol car parked in the parking lot of the park
 - Evaluate site line opportunities to ensure minimal areas to escape observation
 - Organize volunteers into friends' groups to conduct foot patrol walks
 - Add additional surveillance cameras to parks with appropriate signage
 - Incorporate horticultural practices that use shrubs and hedges to control access to certain areas. Care must be taken to avoid creating areas in conflict with natural surveillance goals. While fencing parks is never a good idea because it restricts access by definition, the use of boulders and hedges to restrict areas where illegal dumping occurs can be effective
 - Work to better activate park spaces through neighborhood connections - events, festivals, corporate picnics, etc.
 - Consider adding high use - ongoing activities in parks such as disc golf courses, additional dog off leash areas and community gardens
 - Have visitor services personnel provide printed cards with park rules and a list of authorized off-leash areas to owners who walk their dogs off-leash illegally

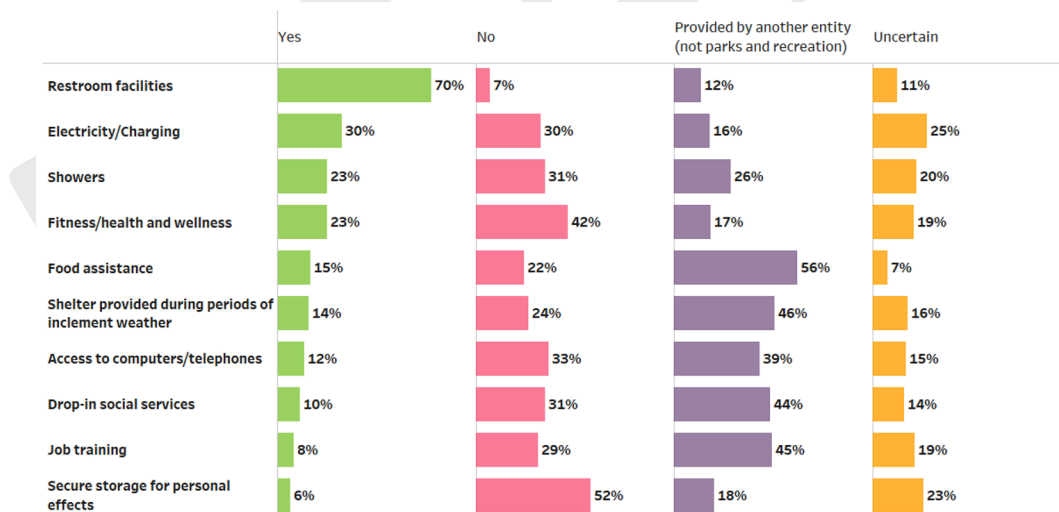
The neighbors around parks and park users can provide a valuable link to responsiveness. While the City of Vallejo has the “See, Click and Fix program”, for receiving citizen input, it is unclear that this input is always passed on to the District. The District should have its own process for community members to communicate issues in the parks and is recommended to invest in an online community opportunity to report concerns, maintenance issues, etc., directly to maintenance staff via smart phones.

The Challenge of Homelessness and Parks

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

Often, homeless populations use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. In fact, a survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in the figure below, many agencies offer services far beyond the traditional services of “parks and recreation.” Restroom facilities are the number one facility offered by agencies, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five. See **Figure 41** for services offered to support homelessness.

Figure 41: Are the following services are offered to the homeless population by parks and recreation agencies in your community?

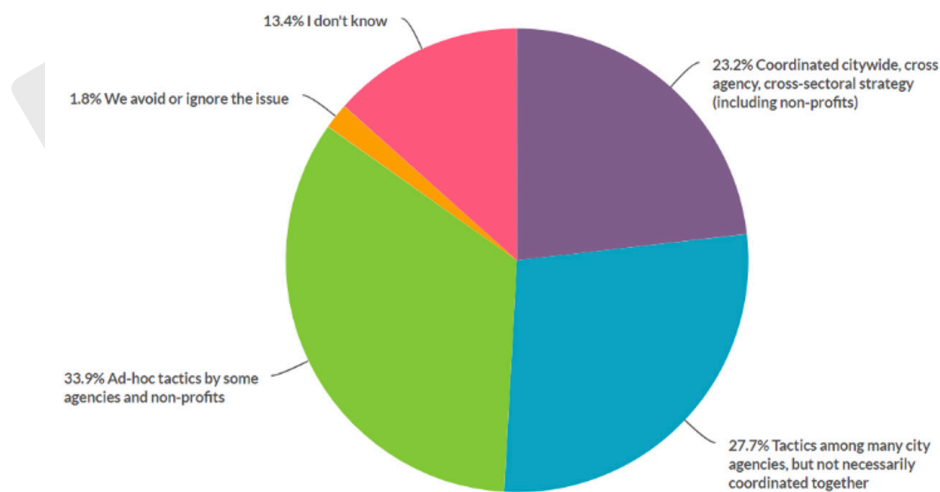
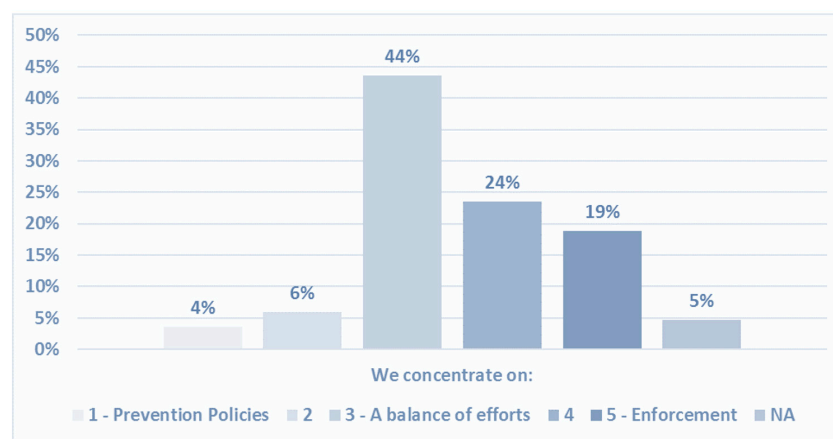


Source: GP RED Homelessness Redline Survey 2018

Homelessness in parks has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal, or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exasperate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case-by-case basis.

Noted in the **figures 42 and 43** below, oftentimes management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement. Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, Business Improvement Districts, and Health-Human Services to be develop a plan.

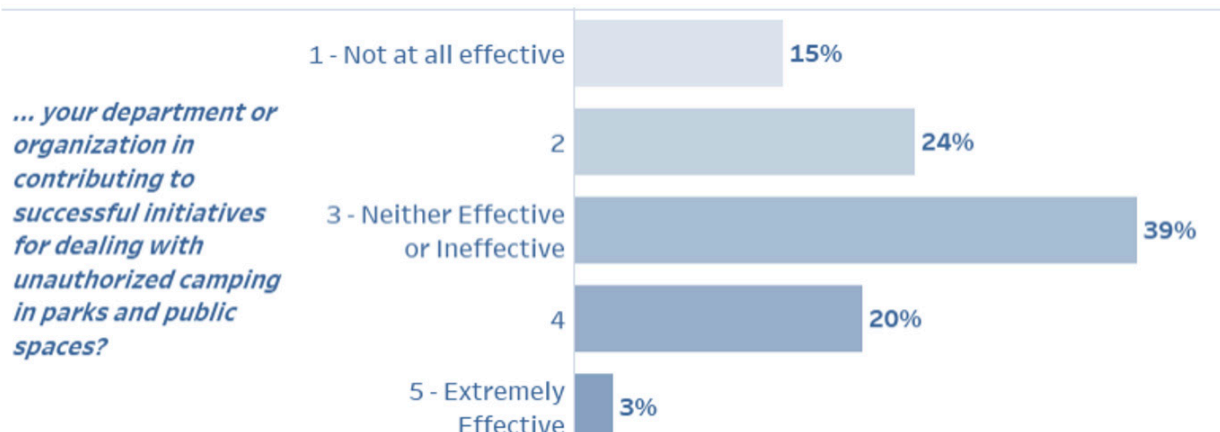
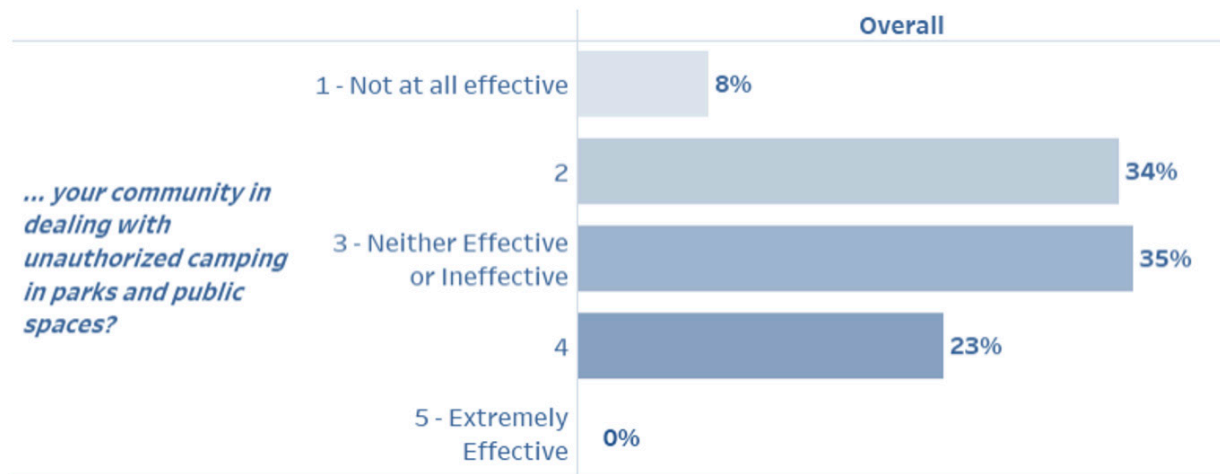
Figures 42 and 43: Tactical Approaches to Managing Homelessness



Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development. See **Figure 44**.

Figure 44: How effective is your community/is your organization?



Source: GP RED Homelessness Redline Survey 2018



Maintenance Standards

The District has park maintenance standards but, due to workload, no longer consistently implements those standards. Primarily a result of external challenges, the District is much more reactive to daily challenges than proactive to a set of standards. Parks, Community Centers and Athletic Fields are currently classified in levels based on use or maintenance level.

Parks	Level 1 High use/maintenance level	(4 parks)
	Level 2 Moderate use/maintenance level	(9 parks)
	Level 3 Low Use/maintenance level	(16 parks)
	Level 4 Undeveloped – low use/low maintenance level	(7 parks)
Community Centers	Level 1 High maintenance level	(7 facilities)
	Level 2 Moderate maintenance level	(0 facilities)
	Level 3 No written standard	(1 facility)
Athletic Fields	Level 1 High maintenance level	(3 facilities)
	Level 2 Moderate maintenance level	(9 facilities)
	Level 3 No written standard	(3 facilities)

The high number of parks classified to receive level 3 maintenance has resulted in some poorly maintained areas. Specifically, 44 percent of the parks are maintained as level 3 parks where the current standards call for trash to be removed from the parks once per workweek, blowing, once per month, play areas cleaned once per workweek, and minor repairs completed within one month. Level 2 parks make up 25% of District parks and the standard calls for litter removal and play areas to be cleaned two times per workweek and minor repairs made within two weeks. Maintenance staff typically exceed these standards for trash and restroom services, daily. One park, Highlands Park receives an additional higher level of maintenance due to payments made by the HOA bordering that park.

Athletic Fields

The GVRD maintenance team does all of the preparation for use of the ballfields. When non-profits permit fields for youth sports, the District completes all necessary functions, utilizing resources that could be used to improve other areas of park safety and security. Building field preparation into permits for non-profits is typically done around the country. Sports fields are closed from November to April to renovate, allow the fields to rest, top dress, sod, re-seed, etc.

The Master Lease with the City of Vallejo

The master lease does not expire until December 2034. However, both the City and the District may be well served by re-negotiating the lease to clear up ambiguities around parks to include and to addresses construction and security needs.

The District faces challenges when the City typically builds new parks. The master lease agreement should include plan review and approval by the District at 30%, 60% and 90%, and final sign-off at a minimum.

The master lease should include language about warranty work for new and renovated parks. Following best practices, the District is encouraged to include language that suggests that as new parks are built, they should be turned over to GVRD with a contractor funded maintenance agreement for the initial

year when the park should be open to the public. Prior to accepting parks from contractors, the District should also be responsible for signing off on punch lists and the other appropriate quality assurance documents.

Performance Measures

- The District is encouraged to develop S.M.A.R.T. (specific, measurable, achievable, relevant and time bound) performance measures in the following and other areas related to core parks maintenance functions:
- Litter Control – All litter should generally be removed from the parks daily within 24 hours. Litter control minimum service may be two to three times per week in very low use areas
- Graffiti should be removed within 48 hours/24 hours if offensive language/graphics or gang tags. Staff should be trained and updated on the differences between graffiti and gang tagging. The District should maintain a sufficient inventory of replacement signs
- Repairs to assets and elements within 48 hours and signs posted closing an amenity needing repair. Repairs to all elements should be done immediately when problems are discovered provided replacement parts and technicians are available to accomplish the job. When disruptions to the public might be minor and the repair is not critical, repairs may be postponed to a time that is least disruptive to usage patterns
- Restroom maintenance and service should be completed daily, each day a restroom is open to the public and as needed based on permits
- Park inspections – comprehensive inspections completed weekly; staff should inspect restrooms and playgrounds daily
- Irrigation – turf should have a green appearance except for dedicated natural areas. Priority areas for irrigation should be reviewed annually
- The Maintenance Superintendent is encouraged to publish a weekly park inspection schedule (internally)
- Both written and adopted maintenance standards and performance measures are necessary to encourage and assure proper and timely maintenance of the parks.

Operational and Maintenance Classifications

The classifications should apply to all District properties and parks. Athletic fields should be maintained with safety, security, competitive play needs and aesthetics at the forefront. The District may wish to distinguish between competition and practice fields per adopted maintenance standards, such as those below.

Level 1 – Parks – completely developed with no future development planned. These sites have a full complement of park amenities. Maintenance activities include litter removal, empty garbage receptacle, maintain healthy green turf at three inches, vegetation clear at fence lines and tree rings, hazard tree removal, irrigated lawn, sign maintenance, play equipment inspection/repair monthly, prune trees, maintain drinking fountain, landscape and shrub care, irrigation maintenance, turf care, park furniture, walkway cleaning, janitorial service, and parking lot cleaning.

Level 2 – Parks – developed, graded, fenced, seeded lawn, play equipment, ADA access from street, drinking fountain, garbage receptacle, and drip irrigation where street trees are required, missing landscaping, and completed trail system. Maintenance activities include litter removal, empty garbage receptacle, maintain grass at three inches, vegetation clear at fence lines, hazard tree removal, sign maintenance, monthly play equipment inspection, prune trees, and maintain drinking fountains.

Level 3 – Open Space Property – acquired for future neighborhood or community park – graded, seeded, fenced, and signed, no improvements, amenities, irrigation, or equipment. Maintenance activities include litter removal, maintain grass at six inches, vegetation clear at fence lines, hazard tree removal, and sign maintenance.

Sample Maintenance Standards for Quality Parks and Facilities

General maintenance standard samples are in *Appendix H* and are samples meant to be a starting point for the District to review and consider as a basic desired maintenance standard for all parks and recreational facilities.

Key Findings and Recommendations

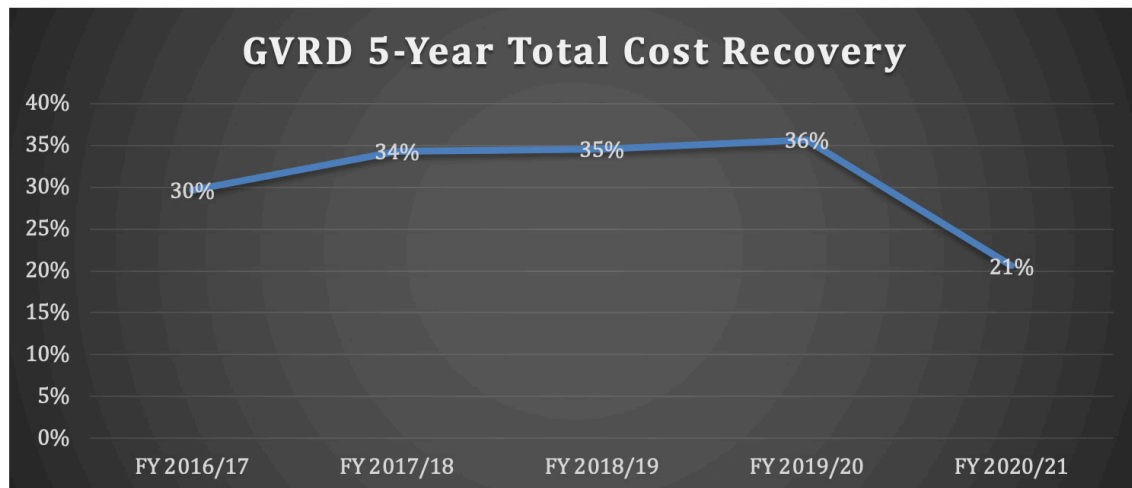
- Prioritize funding for park maintenance to aspire to make and keep the parks safe, clean and green
- An equipment replacement fund may serve the District well
- An integrated pest management (IPM) plan is needed
- A full-time maintenance staff member reporting to Dan Foley Park may be helpful to improve both maintenance and security in the park
- Non-profit sports permits should include ballfield preparation
- The District should develop an adopt a park program/volunteer program unique to each park
- The District needs to create a plan to replace or upgrade irrigation systems in the parks
- Develop maintenance standards following CEPTED principles. Conduct a park security analysis following CEPTED principles
- Attempt as feasible, to classify all parks with moderate or greater use as level 1 or 2 parks
- Development of an asset management plan that categorizes equipment and amenities by useful lifespan and inclusion of priorities into Capital Improvement Plans
- The District should implement a process for community members to communicate issues in the parks to staff
- Equipment repairs are done via contractor rather than employ a full-time mechanic. A cost benefit analysis should be completed annually to determine if this is the best course of action
- It is recommended that staff continue investing in their professional development through NRPA Maintenance Management School or other similar courses, or by prioritizing networking with park maintenance staff from nearby municipalities or districts. Opportunities to share the successes maintenance staff are experiencing while simultaneously learning new ideas about how other municipalities are addressing similar challenges may refine the maintenance processes of park maintenance

D. Financial Analysis

Current Circumstance

The District Board of Directors adopts an annual budget that sets priorities, guides staff, and ensures resources are available to meet District residents' park and recreation needs. The General Fund is the primary operating fund, which includes property tax revenues used for operating and capital expenditures. Along with the General Fund, District residents passed Measure K in 2017 that provides approximately 30 million dollars to fund operations between 2018 and 2033. The District has also successfully pursued grant funding to supplement recreation programming and park improvements. Since 2016, the District's revenues and expenses have been relatively stable. Cost recovery increased six percent between 2016 and 2020 and is budgeted significantly less in 2020/21 as a result of the Covid-19 Pandemic.

General Fund Budgets	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Property Tax Revenue	\$3,865,755	\$3,892,274	\$4,447,397	\$4,733,125	\$5,247,922
Measure K Parcel Tax	\$2,718,891	\$2,127,732	\$2,221,352	\$2,107,517	\$2,341,404
Fees & Charges	\$2,782,782	\$3,165,247	\$3,529,951	\$3,805,382	\$1,972,672
Expenditures	\$9,367,428	\$9,208,753	\$10,198,700	\$10,646,024	\$9,561,998
Total Cost Recovery	29.7%	34.3%	34.6%	35.7%	20.6%



Measure K

Measure K, a five-year parcel tax, was first passed in 2012 after the District was forced to reduce its operating budget by more than 30 percent during the recession of 2008/2009. This parcel tax was again put before the voters in 2017 and passed by an impressive majority (greater than 67%). The parcel tax has allowed the District to continue offering health, fitness and sports programs for youth, adults, and seniors that otherwise may have been eliminated.

The tax is intended to preserve services that include:

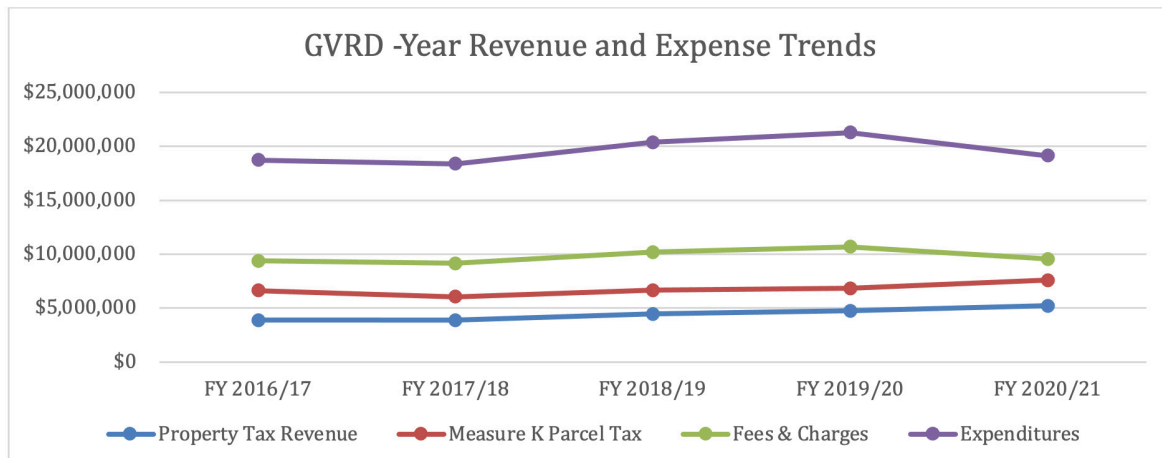
- Scholarship programs for low income and at-risk youth
- After-school, weekend, and summer recreation programs
- Funding for repairs to deteriorating restrooms
- Funding to abate vandalism and graffiti
- Funding for daily park maintenance and the safe operation of playgrounds

The tax is \$48.00 for a single-family household and \$36.00 for a multifamily household. Seniors are exempt from paying the tax. The tax accounts for approximately one quarter of District resources in the 2020/21 budget.

Revenue and Expense Trends

Generally, it is best to evaluate financial trends using actual revenues and expenses. As a result of the Covid-19 Pandemic and the impact on the District's ability to safely offer activities, this trends analysis is based solely on budgeted revenues and expenses. The District does a good job balancing and executing its budgets which adds credence to using budgeted vs. actual financial data. The revenue and expense trends are stable and flat. See **Figure 45**.

Figure 45: Revenue and Expense Trends



Measuring the Financial Health of the District

There are several ways to gauge the District's financial health and resource allocation. Benchmarking against other similar communities can assist with planning and leadership decisions. However, because each community is different, benchmarking is not intended to be the sole tool for making such decisions.

The National Recreation and Park Association (NRPA) published their 2020 Agency Performance Review that offers opportunities to compare the District's financial performance to other similar agencies. Over 1,000 agencies across the US provided data that is used to benchmark against in this master plan.

Revenue-to-Operating Expenditures

The typical parks and recreation agency in the United States recovers 25.9 percent of its operating expenditures from non-tax revenues (total cost recovery). In the four years prior to the start of the Pandemic, the District enjoyed an average cost recovery of 33.6 percent. The current budgeted cost recovery is 20.6 percent.

OPERATING EXPENDITURES PER CAPITA:

\$64.00/Year



Operating Expenditures per Capita

Another metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita which measures non-capital spending for each person living in the District. In 2020, the typical parks and recreation agency similar in size to the District spent \$74.67 for each person within their service boundary. The District spent \$55 in FY 16-17, \$50 in FY 17-18, \$55 in 18/19, \$57 in 19/20 and budgeted to spend \$64 in FY20-21. This number is short of the national median, in part due to well executed revenue budgets. Revenues per capita are typically \$15.44. The GVRD received \$27.65 per capita for the four years leading up to the Pandemic and projects \$16.55 per capita in the current FY 20/21 budget.

Potential Funding Support

During the public involvement process, long-term sustainable funding and well executed budgets were voiced as priorities by the Board of Directors and community members. In addition, guidance was provided to:

- Look at ways to increase budgets and staffing to keep up with growth
- Explore alternative funding sources that strategically align with targeted services
- Expand alternative funding for strategic initiatives through grants
- Explore additional community partnerships

An overarching theme in focus groups and stakeholder interviews was the desire to ensure that parks are well maintained, safe and clean. Currently, the District spends \$4,142 to maintain each acre of park space. Typical agencies may spend from \$3,146 (Low) to \$16,385 (High) with a median of \$6,215 per acre of park space. The GVRD spends \$4,142 per acre to maintain the 906 acres of park space in 42 locations. Typical agencies spend 38 percent of their operating budgets on parks and maintenance operations. The District expends 33 percent.

Funding Challenges

1. Increased Costs Associated with Growth

Population is expected to grow in the District by over 7,000 new residents by 2030. At the current level of service (7.613 acres per 1,000 residents), the District may need to add an additional 19 acres of developed park space by 2030 with an additional operating and maintenance costs of approximately \$94,000.

2. Increased Costs Associated with Higher Levels of Park Maintenance

As a result of public input, the needs analysis and widespread concerns related to safety and security in many of the parks, the District aspire to raise maintenance standards to the national median of \$6,215 per acre. This will require an additional 1.8 million in operating costs.

Managing Growth through Impact Fees

There are three basic options to pay for growth. Either (1) existing residents pay for new growth through taxes or fees, or (2) provide parks and recreation services at a lower level of service by absorbing growth into existing resources or (3), developers and home builders pay for the impact of growth so that the

growth pays its own way.

Option 1 unfairly assigns responsibility for funding growth. Option 2 creates a slippery slope, where the level of service, (often determined as a percentage of developed acreage per 1,000 residents) will decrease over time, as new residential developments are added, without contributing to the funding of new parks. This may lead to new residents either not using parks or needing to travel further distances because they may not have access near their homes. Also, this option may create greater density of use and a less comfortable experience (parking, overuse of sports fields, etc.). Option 3 allows growth to pay its own way in a more equitable manner. Growth is addressed through land dedicated by developers for parks while construction of the parks is paid through development fees, also known as impact or system development charges. Home builders typically include park development in the price of the homes, as they would other infrastructure costs.

City of Vallejo Development Fee Methodology

In California, Special Districts cannot levy development fees and as a result, the City of Vallejo administers the SDC program. The City provides the funds to the District to pay for growth.

The following 2021 fees are in place:

Single Family Dwelling Unit Detached	\$13,994
Single Family Dwelling Unit Attached	\$12,617
Duplex	\$11,424
Multi-family Dwelling Unit	\$ 9,588
Mobile Home	\$ 8,395

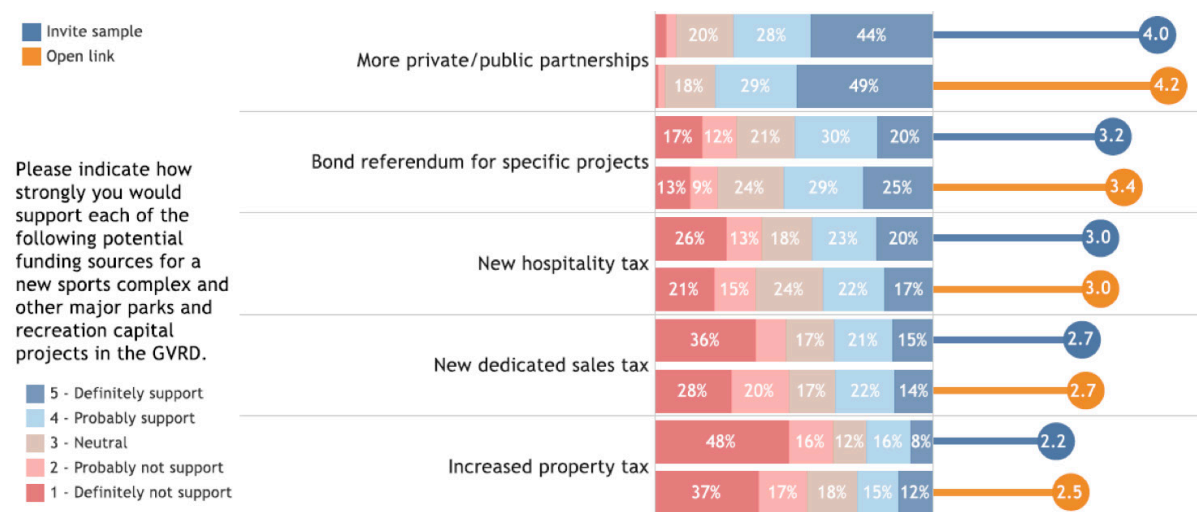
This fee structure, (assuming 2.5 percent escalation per year) is expected to raise approximately 30 million dollars by 2030. The City's methodology was last studied in 2007 and is contracted to be reevaluated in 2021. The District and City will work together to execute an updated land dedication and development fee justification study that will focus on a comparative analysis of other bay area methodologies, a cash flow analysis based on current costs for new parks, trails and facilities, and input from both developers and district residents.



District Residents Preferences for Capital Funding

The needs assessment survey asked respondents what kind of future capital funding they would support. See **Figure 46**. Private and public partnerships, and bonds were the top preferences.

Figure 46: GVRD Residents' Support for Potential Funding Sources



Alternative Funding Opportunities

The District should consider and implement funding sources identified during this master plan update. The following provides a summary of most easily used (some are already in use) funding sources to assist with implementation for potential use by the District.

It would be beneficial for the District to continue to use and consider any new funding sources identified below to help increase the amount of funding for parks, open space and recreation, and achieve the funding necessary to implement the recommendations included in this master plan. A detailed description of each item is in **Appendix I**.

Traditional Tax and Exactions-Based Funding Resources

- General or Operating Fund
- Property Tax
- Sales Tax
- Sin Tax
- Development Impact Fees
- Local Improvement Districts
- Park Lands Dedication Ordinance

Traditional Earned Revenue Resources

- Fees and Charges
 - Daily Admission, Annual Pass Sales, and Vehicle Parking Permits
 - Registration Fees
 - Ticket Sales / Admissions

Alternative Operations and Capital Loan Mechanisms

- Full Faith and Credit Bonds
- General Obligation Bonds
- Industrial Development Bonds
- Revenue Bonds
- Special Assessment Bonds

Alternative Service Delivery and Funding Structures

- Annual Appropriation / Leasehold Financing
- Commercial Property Endowment Model - Operating Foundation
- Inter-Local Agreements
- Outsourcing functions
- New Markets Tax Credit

Partnership Opportunities (a full list identified by District residents is presented in **Appendix J**)

- City of Vallejo
- School Districts
- Medical Centers/Hospitals
- Chamber of Commerce
- Convention and Visitor's Bureau
- Youth Sports Associations
- YWCA/YMCA
- Adult Sports Associations
- Neighboring Counties/Cities
- Private Alternative Providers
- Churches (Rentals; Leases)
- Solano County Social Services
- Loma Vista Farms
- Art Walk Committee Members
- Downtown Vallejo Businesses
- Visit Vallejo (Convention/Visitors Bureau)
- Bike Vallejo
- Professional Sports Teams
- Solano Land Trust
- Vallejo Aquatics
- North Bay BMX
- Vallejo Benicia Pickleball Club
- Vallejo Watershed Alliance
- Kiwanis, Optimists, VFWs, Elks, Rotary, & other service/civic organizations
- Senior Citizen Groups (AARP, Silver Sneakers
- Homeowner or Neighborhood Associations
- Public Safety/Police Activities League
- Amusement Parks
- Commissioners
- Vallejo Napa River Walk
- YMCA, Boys and Girls Clubs
- Solano County Library District
- Business Community
- Vallejo Napa River Walk Community Group
- Boy/girl Scouts

Community Resources

- Advertising Sales
- Corporate Sponsorships
- Grants
 - Facilities and Equipment Grants
 - General Purpose or Operating Grants
 - Management or Technical Assistance Grants
 - Program-Related Investments
 - Matching Grants
 - Planning Grants
 - Private Grants and Philanthropic Agencies
 - Program or Support Grants
 - Seed Money or Start-Up Grants
- Naming Rights
- Philanthropic
 - Conservancies
 - Foundations/Gifts
 - Friends Associations
 - Gift Catalogs
 - Volunteers / In-Kind Services
 - Adopt-A-Park or -Trail
 - Neighborhood Park Watch
 - Irrevocable Remainder Trusts
 - Life Estates
 - Maintenance Endowments
 - Raffleing
 - Recreational Trails Program (RTP)
- Land and Water Conservation Fund
- Fundraising/Crowdfunding

Community Services Fees and Assessments

- Capital Improvement Fee
- Development Surcharge/Fee
- Franchise Fee on Cable
- Percent-for-Art Legislation
- Processing / Convenience Fee
- Recreation Service Fee
- Recreation Surcharge Fee on Sports and Entertainment Tickets, Classes, Master-Card, Visa
- Self-Insurance Surcharge
- Signage Fees
- Dog Park Fees
- Equipment Rental
- Flexible Fee Strategies
- Lighting Fees
- Parking Fee
- Residency Cards
- Real Estate Transfer - Tax/Assessment/Fee
- Room Overrides on Hotels for Sports Tournaments and Special Events
- Security and Clean-Up Fees (Deposits)
- Utility Roundup Programs
- Trail Fee

Contractual Services

- Cell Towers and Wi-Fi
- Concession Management
- Merchandising Sales or Services
- Private Concessionaire

Permits, Licensing Rights, and Use of Collateral Assets

- Agricultural Leases
- Booth Lease Space
- Catering Permits and Services
- Film Rights
- Land Swaps
- Leasebacks on Recreational Facilities
- Rental Houses and Buildings for Private Citizens
- Special Use Permits
- Subordinate Easements - Recreation / Natural Area Easements
- Surplus Sale of Equipment by Auction
- Licensing Rights
- Private Developers
- Sale of Development Rights
- Sale of Mineral Rights
- Manufacturing Product Testing and Display
- Recycling Centers

Funding Resources and Other Options

- Enterprise Funds
- Land Trusts
- Positive Cash Flow
- Cost Avoidance
- State Park Funding Ideas

Cost Saving Measures

- Changing Maintenance Standards and Practices
- Contract Renegotiation
- Cost Avoidance

Green Trends and Practices

- Rooftop Gardens and Park Structures
- Use Light, Water, and Motion Sensors
- Conduct Energy Audits
- Update to Energy Efficient Ballasts, Motors, and Appliances
- Use Electric and Hybrid Vehicles
- Develop “Pack It Out” Trash Program
- Use Greywater
- Use Solar and Wind Energy
- Green Operating Practices

Administrative

- Recycle Office Trash
- Clean Offices Less Frequently
- Go Paperless
- Conserve Resources
- Flex Scheduling
- Virtual Meetings

Operating Standards

- Preventative Maintenance
- Reduce Driving
- Eliminate Environmentally Negative Chemicals and Materials
- Purchase Better Equipment - Less Maintenance
- Green Purchasing Policies

Sustainable Stewardship

- Public Education
- Lead by Example
- Monitor and Report Results
- Re-analyze and Revised Practices and Standards
- Incorporate Stewardship Principles in all Park and Recreation Services
- Seek Available Grant Funding and Initiative Awards
- LEED® Design Principle

SECTION 6

THE PLAN FORWARD

KEY ISSUES AND ACTION PLANS



- A. KEY ISSUES
- B. RECOMMENDED STUDY AREAS FOR NEW FACILITIES
- C. GOALS, OBJECTIVES AND ACTION STEPS



A. Key Issues

To develop the goals, objectives and actions for the master plan, qualitative input (staff, community, and leadership input) and quantitative input (survey, planning documents and LOS) was synthesized and prioritized by the consultants. A visioning workshop with District leadership was held to assist in clarifying and prioritizing the issues in **Figure 48**. The key issues matrix details both qualitative and quantitative data from the master plan study. This tool also assigns a priority for each item from “A” – priority action item, “B” - Opportunity to Improve, and “C”, - minor or future issue. The data was compiled from staff, public and leadership input as well as the needs assessment survey, the literature review of other planning documents, the park assessment and level of service analysis, and the expertise of the consulting team.

B. Recommended Study Areas for New Facilities

The following map, **Figure 47**, overlays population density with existing parks, trails, and supporting components. Park facilities are shown with buffer distances of a $\frac{1}{4}$ mile and a $\frac{1}{2}$ mile to show where gaps in service exist. Based on these factors, the highlighted portions of the map represent the greatest need for new facility placement. Densely populated areas not currently served by parks, areas near trails that could help support a greater active transportation network, and areas lacking in park component density have been selected for recommended further study to identify suitable facility locations. The scale and maintenance of existing parks and their ability to meet community need was also considered.



Figure 47: Gaps in Service and Recommended Further Study

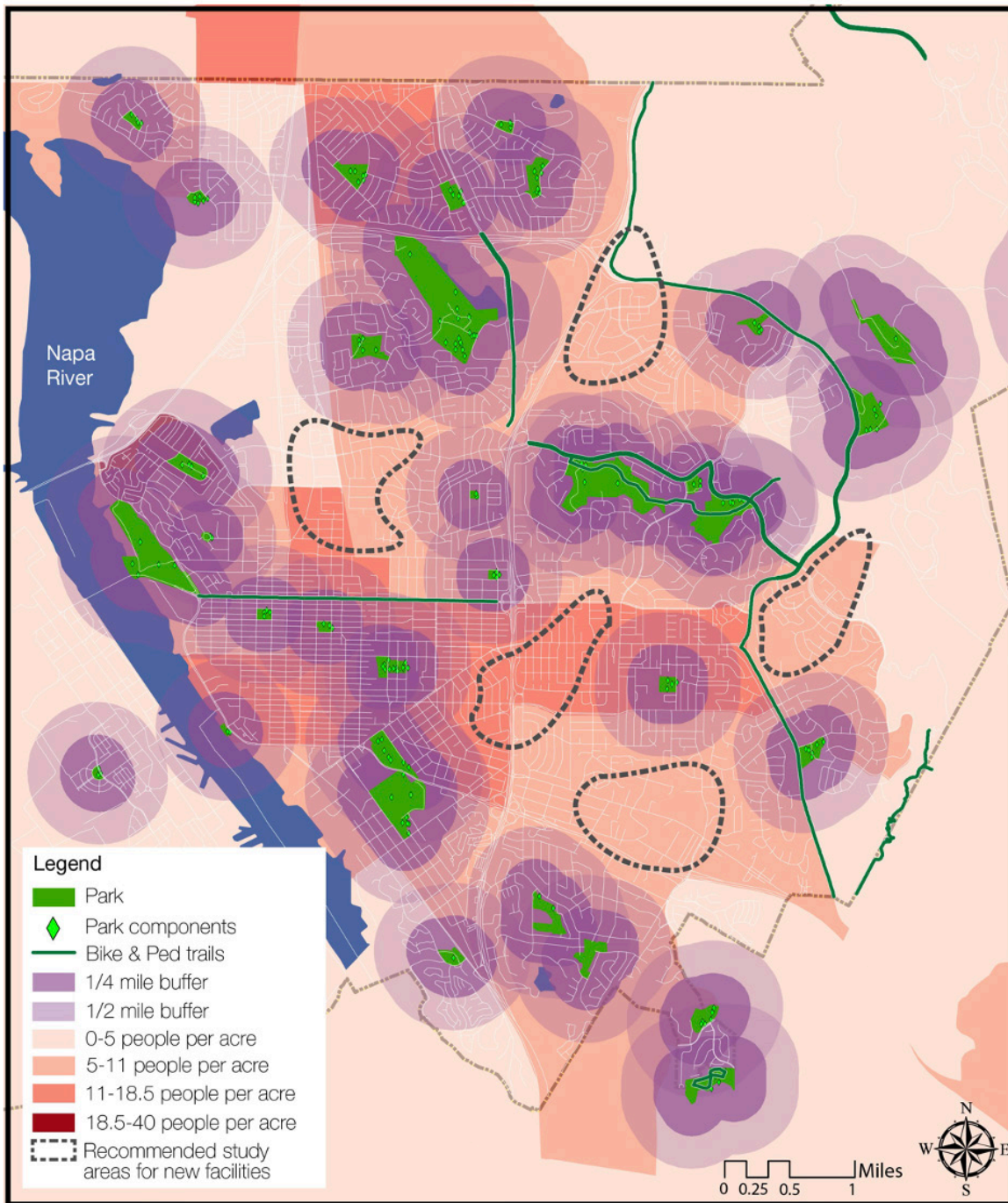



Figure 48: Key Issues Matrix

Greater Vallejo Recreation District	Qualitative Data			Quantitative Data			
 Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team
	Organizational						
The District needs a greater focus on developing partnerships that will be beneficial and may help defray costs and provide better service to the public	A	B	A		A		B
The District needs a greater focus on developing partnerships that will be beneficial and may help defray costs and provide better service to the public	A						B
The District needs a greater focus on developing partnerships that will be beneficial and may help defray costs and provide better service to the public	B	A		A	A		A
Some parks and programs do not afford easy access for all District residents (connectivity, ADA, affordable programs, etc.)	A	A	A	A		A	A
Parks and Facilities							
Maintenance of some of the parks, illegal dumping, inappropriate behavior and homelessness in the parks creates barriers for park use.	A	A	A	A	A	A	A
Safety and security concerns affect community use of the parks	A	A	A	A			A
Park amenities and landscaping in some parks requires upgrading (including shade, restrooms, parking lots, etc.). These areas provide great		A	A	A		A	
Park infrastructure and deferred maintenance requires additional resources	A	A		B		A	A
Additional outdoor fitness facilities are desired in the parks	B	A		B	B		C
The District lacks a sufficient number of outdoor basketball courts, community gardens, playgrounds, multipurpose fields and tennis courts		A				A	A
The Community identified trails and trail connectivity as a priority	B	B		A			A
The Community identified an additional dog park as a priority	B	B		C			C
New Aquatic/recreation facility is requested by the community		A		A	A		B
Parks and services may not be equitable around the city	A	B	A			A	B
Wayfinding signs are needed and will assist with connectivity between parks and trails		B	C			A	C
The community identified a need to replace the sports center on Mare Island	A	A	A	A			B
Programs and Service Delivery							
A greater focus on youth and adult sports programs is needed		A		A			A
District residents would like additional programs and neighborhood events	c	B		A			A
Programs for seniors, youth and youth sports are the top programing priorities	B	A	A	A			A
Some community members are concerned about the quality of recreation programs. Increasing quality of recreation programs will greatly assist				A			A
Finance							
Staffing levels are not keeping up with growth	A	A			A		
Funding is insufficient for management of parks, trails, and open space	A	A			A		
A resource allocation philosophy/pricing model is needed to determine revenue opportunities vs. community services	A	A	A				A
The City of Vallejo's Park Dedication and Development Fee Policy is outdated (last updated in 2007) and needs to be updated	A		A		A		A
The District may benefit from considering alternative funding options to fund deferred maintenance and growth	A						A

C. Goals, Objectives, and Action Steps

The following goals, objectives and action items identified below come from public input, a needs assessment, level of service analysis, findings feedback and all information gathered during the planning process. These items provide tangible actions that the District can employ to complete the desired goals and objectives. All cost estimates are in 2021 figures where applicable. Most capital and operational cost estimates are dependent on the extent of the enhancements and improvements determined. The operational budget impact is a dollar range calculated as the annual number of hours estimated multiplied by an average hourly rate per hour to cover all staff levels, including benefits.

Timeframe designations recommended to complete tasks are noted as:

- Ongoing (occurs continuously)
- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

The following table represents the consultant's opinion of potential capital and operating costs based on many variables and assumptions. The estimated costs are intended to provide order of magnitude only. Significant variables include length of time until project implementation. As well, cost estimates may be greatly affected by significant decreases in availability of materials and subsequent increases in costs due to the COVID-19 economic downturn.

Each action item has been evaluated and prioritized using the following implementation time frames:





S	Short-term (1-3 years)
M	Mid-term (4-6 years)
L	Long-term (7-10 years)
∞	Ongoing

Goal #1: Maintain Organizational Effectiveness, and Resilient, Sustainable Funding

Objective 1.1: <i>Review and Improve Organizational Structure to Meet Current and Future Staffing Needs</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
1.1.a Continue to implement recommendations made in the MRG 2018 Organizational Structure Study	N/A	Staff Time	∞
1.1.b The District should review all job descriptions regularly and complete position audits on a regular basis. Complete and implement the current position classification study	N/A	Staff Time	∞
1.1.c Evaluate and structure part-time positions to ensure classification and compensation are consistent and equitable. Regularly review position descriptions for part-time positions. Ensure recruitment processes are consistent and formalized across the District	N/A	Staff Time	∞
1.1.d Include a cap on the number of part-time positions, based on budget constraints. The number of part-time positions should be evaluated every quarter and should match the organizational chart. Changes, increases, decreases, and job titles should be reviewed by the General Manager, Human Resources Director, Finance Director and other leaders prior to making changes	N/A	Staff Time	∞
1.1.e Complete employee engagement process to identify best technology practices. The process should evaluate technology and present recommendations to the General Manager that includes training needs, staff costs, hardware, and software needs	N/A	Staff Time	S

Objective 1.1: Address Organizational Effectiveness Issues			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
1.1.f Realign custodial staff from the Recreation Division to the Parks/Facilities Division	N/A	N/A	S
1.1.g Adopt and implement the Values, Vision and Hallmarks established by District staff in the Master Plan. Reevaluate District logo to be inclusive of the newly established values. Consider adoption of a tag line for the District	N/A	\$2,500-\$5,000 for printing and branding materials	S
1.1.h Evaluate salaries and compensation for District employees. At a minimum, conduct a wage analyses to assist with recruiting highly qualified full and part-time staff	N/A	Staff Time	S
1.1.i Increase part-time employment longevity by implementing a system to both set base wages and merit pay increases for part-time employees. Merit based pay increases should be based on hours of work and not seasonal employment	N/A	Staff Time	S
1.1.j Training and attendance at the NRPA Maintenance Management School, playground safety courses, and aquatics operators' courses are recommended	N/A	Staff time, travel, and lodging (\$3,000 per employee, per training course)	M
1.1.k The District should utilize the 151 standards developed by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) as a way to both ensure best practices are followed and to guide the District to document staff activities, policy development and administrative rules	N/A	Staff Time	M

Objective 1.2:*Increase staffing levels between 6 and up to 8 full time equivalent positions (FTEs)*

Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
1.2.a Hire 4.0 FTEs including: 2 Full-time Maintenance Worker 2 (+Benefits), and 1 Full -time Maintenance Worker 1 (+Benefits), 1 Full-time HR Assistant	N/A	\$335K	
1.2.b Develop and enhance Visitor Services/Park Compliance Division with 2 PT positions to operate year-around. Reevaluate and staff appropriately.	N/A	\$42K	
1.2.c Hire 1 Full-time Maintenance Worker 1 (+Benefits), 1 Marketing/Social Media Coordinator (with responsibility for community engagement)	N/A	\$160K	
1.2.d Increase maintenance effectiveness by hiring 1 Full-time maintenance lead or a second supervisor	N/A	\$109K	

Objective 1.3: Increase and improve communication to District residents			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
1.3.a Continue to engage the community in current and future parks and recreation planning efforts	N/A	Staff Time	∞
1.3.b Continue to promote and create awareness of the programs and activities through the District website and social media.	N/A	Staff Time	∞
1.3.c Develop a District marketing plan to ensure diversity in communication methods, and a branding plan. It should be reviewed regularly and updated as needed and should be front facing to the public, i.e., web page, social media that includes but is not limited to: <ul style="list-style-type: none"> • Branding of the District • Wayfinding and signage standards • Increased use of social media • Use and development of the District's website • Partnership opportunities 	N/A	Staff time (\$25,000) or \$40,000 to hire consultant	S
1.3.d Continue to use and enhance program marketing using an equity lens with specific emphasis on program promotion in the Spanish language	N/A	\$20,000 per year for translation and printing	S
1.3.e Ensure communication channels align with preferences identified in the master plan. Place a greater priority on use of email marketing targeted to current participants, social media, and distribution of the program guide. Reduce emphasis on efforts related to school newsletters, street banners, flyers and use of local media	N/A	Staff Time	S

Objective 1.4: Explore additional funding options			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
1.4.a Evaluate non-resident program participation to ensure non-resident participants are paying appropriate and equitable fees	N/A	Staff Time	∞
1.4.b Look for ways to establish alternative forms of revenue for programs that may include sponsorships, partnerships, and an expanded volunteer program	N/A	Staff Time	S
1.4.c Consider bond campaign to address future gaps in capital funding	TBD	Staff Time, TBD	L

Objective 1.5: <i>Develop and improve relationships with key partners</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
1.5.a Reevaluate the master lease for parks with the City of Vallejo to ensure all properties are included and a new and mutually beneficial agreement is reached. The new agreement should include a requirement to evaluate the agreement on a recurring basis	N/A	Staff Time	S
1.5.b Continue to build on the relationship with the Vallejo Unified School District to improve access to facilities and develop written agreements that define roles and responsibilities. Establish an MOU with the school district that includes an annual review and meeting with District and school representatives	N/A	Staff Time	S

Objective 1.6: <i>Develop a resource allocation philosophy/pricing model</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
1.6.a Review subsidies for recreation activities, specifically for aquatic activities – lap and recreational swim to ensure a long-term sustainable aquatic program	N/A	Staff Time	∞
1.6.b Create a cost recovery and resource allocation philosophy and policy to establish equitable fees based on community and individual benefit	\$35K - 50K for Consultant's fees	Staff Time	S
1.6.c Set net cost recovery goals based on program service areas and review goals with staff on a recurring basis	N/A	Staff Time	S

Goal #2: Aspire to be a Connected and Walkable Community

Objective 2.1: <i>Expand greenways, pathways, and trails connectivity based on development of a trails master plan</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
2.1.a Publish bike and walking route information online and in the District's public materials such as the recreation program guide	N/A	Staff Time	∞
2.1.b Provide recreation events that encourage use of the pedestrian-bike network i.e., parkways events, Open Streets	N/A	\$30K annually for events some/recovered through business sponsors where possible	∞
2.1.c Provide secure bike parking at parks, with racks located near each use area. Add self-service bike repair stations at community parks, on trails and at popular cycling destinations	N/A	Staff time, operations, and maintenance TBD	Ⓢ
2.1.d Consider providing WIFI in all parks and facilities	N/A	\$20K - \$40K per year	Ⓢ

Objective 2.1: <i>Expand greenways, pathways, and trails connectivity based on development of a trails master plan</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
2.1.e Work with partners to provide a park/trail/program application for Solano County or neighboring partners	\$10K - \$20K	Staff Time	S
2.1.f Develop a long-range trail plan with input from relevant community organizations to establish connectivity to regional trails, parks, neighborhoods, schools, attractions, etc. The plan should also include trail standards	\$40K- \$60K	Staff Time	M
2.1.g Develop and implement a wayfinding plan that covers signage standards, directional and distance signage, maps, and the use of mobile applications	Study to create standards - \$10K - \$20K, Signage = \$.3K - \$2K each (varies depending on size, treatment, etc.)	\$2,500-\$5,000 for printing and branding materials	L
2.1.h Create welcoming pedestrian and cyclist entrances to parks, with pedestrian and bike paths that are visually prominent, direct, and physically separated from parking lots	Varies, based on the scope	Staff Time	L
2.1.i Address walkable access to parks by adding new parks in some areas as indicated in priority map. Areas B and D highest priority	Varies based on size and property values	Staff Time	L

Goal #3: Continue to Improve and Enhance Recreation Programs and Service Delivery

Objective 3.1: <i>Increase program spaces, staffing, and resources to create new programming opportunities for District residents</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
3.1.a Research, document, and track available capacity in existing and potential new program spaces	N/A	Staff Time	∞
3.1.b Evaluate and implement the best potential additional recreational programming opportunities including the resources and staffing necessary	N/A	Staff Time	∞
Objective 3.2: <i>Promote active lifestyles through recreation</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
3.2.a Promote active lifestyles by enhancing and increasing youth, adults, and seniors' sports and aquatics programs	N/A	\$100K - \$200K	∞
3.2.b Provide programs using additional outdoor fitness and exercise equipment in programmable spaces in neighborhood parks	\$2.5K to \$7.5K per piece, depending on equipment	Varies based on number of installations	S
3.2.c Using contracted instructors, offer enhanced fitness programming in parks across the District	N/A	\$20K	S
3.2.d Research, evaluate and implement additional fitness/wellness trends for both enhancing existing programs as well as introducing new programs including the resources and staffing necessary	N/A	\$50K	M

Objective 3.3:**Explore opportunities to increase the number of community events based on demand, trends, and cultural opportunities**

Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame
3.3.a Offer special events and arts programs in neighborhood parks that foster a sense of community and help make each park the hub of each neighborhood (summer concerts, movies in the parks)	N/A	Staff Time	∞
3.3.b Consider requesting the District board adopt a policy that segments the District into 5 service areas, assigning each board member to physically visit parks and facilities in the assigned areas. Consider rotating service areas annually	N/A	Staff Time	∞
3.3.c Develop a special events advisory group for each neighborhood to assist with planning special events in parks	N/A	Staff time (\$25,000) or \$40,000 to hire consultant	∞
3.3.d Invest in a formal sponsorship program for events and activities. At a minimum, develop a policy and tools to assist staff with recruiting program sponsors	N/A	\$20,000 per year for translation and printing	S
3.3.e Create and recruit partnerships with event organizers and community organizations to bring additional events to Vallejo	N/A	Staff Time	S
3.3.f Research, evaluate and implement programs that will activate the park spaces to reduce inappropriate behavior	N/A	Staff Time	S
3.3.g Consider the following new event opportunities, partnering with others: <ul style="list-style-type: none"> • Open Streets • Art walks • Concerts & festivals • Movies in the parks • Holiday/cultural celebrations • Youth focused events • Teen focused events • E-Sport tournament • National Night Out celebrations 	N/A	TBD	M

Objective 3.4: Develop additional recreational opportunities			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame
3.4.a Enhance and improve enrichment programs that offer like skills opportunities related to job skills, personal improvement, STEAM programs and academic success	N/A	\$50K - \$100K	∞
3.4.b Keep current with trends in recreational programming and develop new programs based on current trends and community needs and demand	N/A	Staff Time	∞
3.4.c As new programs and services are developed and implemented, continue to create a balance between passive and active recreation opportunities	N/A	Staff Time	∞
3.4.d Complete a strategic arts plan for inclusion of visual and physical art in the parks	\$40K - 60K	Staff Time	S
3.4.e Consider the following program opportunities or enhancements using contractors or until additional staff can be added: <ul style="list-style-type: none"> Youth and adult sports leagues Arts & crafts programs Futsal Pickleball Disc golf instruction and organized play Pump track opportunities and instruction Senior programs Youth and teen programs Lake/water activities Family camp outs in the parks Non-traditional sports i.e., lacrosse, rugby, etc. Community gardens programs Farmer's market Cooking classes Painting classes E-Sports Enhanced senior activities 	N/A	TBD	S
3.4.f Seek opportunities with higher education facilities within Vallejo, such as Cal State Maritime Academy, Solano Community College, Touro University	N/A	Staff Time	M

Objective 3.5: <i>Work with other service providers to develop programs and services to meet demand and trends</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
3.5.a Continually coordinate with local recreation providers (to reduce duplication of services and maximize recreation opportunities)	N/A	Staff Time	∞
3.5.b Seek to strengthen and grow partnerships between the District and community organizations	N/A	Staff Time	∞
3.5.c Continue to ensure all existing and future partnerships are accurately portrayed in a signed agreement	N/A	Staff Time	S
3.5.d Explore opportunities with the Solano County Library system to co-locate library programs and District programs	N/A	Staff Time	M






Objective 3.6:***Develop a formal recreation program evaluation process***

Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
3.6.a Determine, track, and evaluate the trends, need, demand, participation levels, satisfaction rates etc. for all recreation program offerings	N/A	Staff Time	∞
3.6.b Develop and report a minimum of 5 performance measures to evaluate quality of recreation programs and services	N/A	Staff Time	∞
3.6.c Establish and consistently implement participant input opportunities after each event, activity, and class	N/A	Staff Time	∞
3.6.d Develop a consistent and equitable manner of community member engagement to determine recreation desires and needs	N/A	Staff Time	∞
3.6.e Expand patron evaluation process to all programs and activities, (emphasizing aquatics, adult sports, and youth sports) to include post program surveys and comment cards	N/A	Staff Time	∞
3.6.f Ensure engagement processes include residents from diverse ethnic and socio-economic groups	N/A	Staff Time	∞
3.6.g Establish customer service response goals to ensure patrons receive timely responses to complaints or suggestions	N/A	Staff Time	∞
3.6.h Conduct an annual survey to establish desires and trends in participant satisfaction	N/A	\$10K - \$15K	Ⓢ
3.6.i Develop a recreation program plan that includes a service matrix, activity development and selection process, and other requirements found in the CAPRA standards	N/A	Staff Time	Ⓢ

Goal #4: : Prioritize Access to Parks and Programs for all District Residents

Objective 4.1: <i>Focus on diversity, equity, inclusion and social justice</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
4.1.a Continue to support implementation of the City of Vallejo’s ADA transition plan	Varies	TBD	∞
4.1.b Update policy manual with scholarship policy and adopt. Consider inclusion of outreach elements	N/A	Staff Time	∞
4.1.c Complete a formal evaluation of the District DEI practices that includes: <ul style="list-style-type: none"> • Racial/ethnic/cultural barriers • Economic status/resource barriers • Age related barriers • Gender Identification barriers • Disability related barriers 	N/A	Staff time or \$50K for consultant	S
4.1.d Adopt board policy in support of core values of diversity, equity, and inclusion	N/A	Staff Time	S
4.1.e Reevaluate REACH program regarding state and federal guidelines, and address deficiencies and celebrate success. Implement programmatic ADA inclusion requirements	N/A	Staff time, TBD	S

Goal #5: Improve Quality Park Experiences












Objective 5.1: <i>Continue to expand, and improve existing facilities and amenities</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
5.1.a The District should develop a Capital Improvement Plan (CIP) based on needs identified in the master plan specific for parks and recreation facilities and amenities. This plan and a park assessment should be reviewed annually and updated as needed. This Master Plan’s inventory should be used to develop a deferred maintenance list that addresses the low scoring components identified in the plan	Varies by component	Staff Time	∞
5.1.b Continue to implement an asset replacement schedule to monitor assets and keep replacements up-to-date based on recurring inventory updates and assessments	Varies	Staff Time	∞
5.1.c Keep and maintain an updated GIS database of parks and trails assets using the current GRASP® inventory. Conduct annual component-based inventory and assessment to identify low scoring components and add new components or amenities	N/A	Staff Time	
5.1.d Prioritize capital improvement funding to address poorly functioning irrigation systems and upgrade with water savings equipment with SMART irrigation systems and turf reduction opportunities	\$1.25-\$2.00 per SF	Staff Time	
5.1.e Consider and address deficiencies based on population-based standards, and as identified in the Level of Service analysis through future capital campaigns. Address short, medium, and long-range capital needs	N/A	TBD	  

Objective 5.2: <i>Repair, upgrade, and/or replace the low scoring amenities from the inventory assessment</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
5.2.a Replace/upgrade playground equipment needs based on the low scoring amenities list and life expectancy	Varies	TBD	∞
5.2.b Address a need to add shade structures	\$800	TBD	S
5.2.c Address low scoring components and amenities from the Master Plan inventory by upgrading, replacing, or repurposing components or amenities where appropriate	Varies	TBD	S M L

Objective 5.3: Improve daily upkeep and user experiences in the parks			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
5.3.a Adopt maintenance standards for each amenity type as described in the master plan, and focus on greater response to vandalism	N/A	Staff time, TBD	∞
5.3.b Improve daily maintenance by adopting performance standards for trash removal, graffiti and vandalism abatement, restroom maintenance, and responsiveness to element repair or replacement (District reporting system)	N/A	Staff Time	S
5.3.c Adopt NRPA Level 2 Maintenance as the minimum standard for developed parks. Improve daily maintenance to Level 2, for the 16 parks that are Level 3	N/A	\$826K to increase maintenance investment for 400 acres of park space	S
5.3.d Develop an integrated pest management policy	N/A	Staff Time	M

Objective 5.4: Prioritize and improve safety and security in parks and facilities			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
5.4.a Address community safety concerns in parks by addressing homeless issues and illegal activity in parks.	N/A	Varies	∞
5.4.b Develop relationship with Solano County and the City of Vallejo Public Safety. Initiate written Memoranda of Agreement for support that includes park drive through opportunities, staff training by public safety and a better, more responsive relationship that includes non-emergency contact information	N/A	Staff Time	S
5.4.c Develop park ranger program focused on compliance with District rules, education, and outreach	N/A	\$25K - \$50K	M
5.4.d Follow CPTED principals in developing future parks and operating current parks. Complete a park security evaluation that includes sight lines, lighting, isolated areas, elevated maintenance standards, control access with use of horticultural practices and surveillance	Varies	Staff Time	S M L

Objective 5.5:***Develop new components at existing parks based on level of service analysis***

Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
5.5.a Consider feasibility study for placement of future indoor recreation facilities in East Vallejo, Glen Cove and Hidden Brook neighborhoods where gaps exist in access to indoor facilities	\$75K - 150K	Staff Time	
5.5.b Consider addressing pedestrian and bicycle barriers to neighborhood access to parks in South and North Vallejo, Glen Cove and on Mare Island areas of the District. Include in the trails master plan	TBD, based on barriers	Staff Time	
5.5.c Utilizing the Figure XX and Figure XX, maps of neighborhood and walkable access, focus upgrades on low scoring amenities and park improvements in areas of greatest need	Varies based on components	Staff Time	  
5.5.d Consider opportunities to increase walkable access to include: <ul style="list-style-type: none"> • A site-specific master plan for River Park • Add components at Sheveland Park like a shelter, practice basketball hoop, etc., based on neighborhood input • Complete a site plan for Carquinez Park to add components • Add components at Washington and Fairmont Parks • Upgrade maintenance and add components at Wilson Park 	\$75K to \$100K per plan, cost of improvements varies based on components	Maintenance cost at \$6K per acre	  
5.5.e Consider adding park components that allow for increased active lifestyle programming opportunities	Varies	Staff Time	  






Objective 5.6: <i>Upgrade comfort and convenience amenities at existing facilities</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
5.6.a Upgrade restrooms in parks and in facilities as needed. Prioritize based on evaluation in the master plan	\$250K - \$300K per RR building	Staff Time	S
5.6.b Work with the City of Vallejo to make improvements to parking lots. Ensure adequate parking related to program and event needs	N/A	Staff Time	S M
5.6.c Improve facility and park entrance signage	\$.5K - \$2K each, based on sign standard study	Staff Time	S

Objective 5.7: <i>Explore Opportunities for New Aquatics, Recreation, and Sports Facilities</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
5.7.a Continue feasibility studies for the Franklin Community Center recreation and sports facility	Currently funded	Staff Time	∞
5.7.b Continue to evaluate opportunities to expand aquatics facilities	Varies	Staff Time	S
5.7.c Update community centers and community center amenities to provide a greater option of programs and activities (Dan Foley Cultural Center, Vallejo Community Center, and South Vallejo Community Center)	Varies with improvements	Staff Time	S

Goal #6: Invest in Existing and New Facilities for System-Wide Improvement

Objective 6.1: <i>Park-Specific Improvements to Existing Recreation Facilities</i>			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
6.1.a Richardson Park: Consider pump track	\$75K for consultant fees, planning, and outreach	Staff Time	S
6.1.b Fairmont Park: Add diverse park amenities and components	Varies with amenities and components	Staff Time	S
6.1.c Washington Park: Diversify and add park amenities and components	Varies based on components	Staff Time	S
6.1.d River Park: 1. Signage for environmental education and for the Vine Trail 2. Add Picnic shelter	1. \$10K- 50K 2. \$50-75K	Staff Time	S
6.1.e Terrace Park: Diversify and add park amenities and components	Varies based on components	Staff Time	S
6.1.f Castlewood Park: 1. Play area - relocate and redefine 2. Add Multi-purpose field 3. Seating 4. Shade elements and landscaping 5. Picnic facilities	\$60K for consultant fees, planning, and outreach, \$150K for full design documents 1. \$175K 2. \$250K 3. \$100K	Staff Time	M

Objective 6.1:*Continue to expand, and improve existing facilities and amenities*

Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame to Complete
6.1.g Children’s Wonderland: Create a concept plan for the inclusion of a splash pad with circulating water system	\$50K for consultant fees, planning, and outreach Splash Pad with Recirculating water = \$500K to \$750K	\$12K - 25K utilities	
6.1.h High Glen: Create a disc golf course	\$20k for consultant fees, planning, and outreach \$20K – 50K to construct, based on soil and park conditions	Staff time, operations and maintenance costs 4K per acre	
6.1.i Lake Dalwigk: <ol style="list-style-type: none"> 1. Create dog park section 2. Pedestrian bridge 3. Coordinate updates with the trails master planning effort 	\$60K for consultant fees, planning, and outreach <ol style="list-style-type: none"> 1. \$100k 2. \$1,500/LF 	<ol style="list-style-type: none"> 1. \$6K per acre 2. TBD 3. Staff time 	
6.1.j Sheveland Park: <ol style="list-style-type: none"> 1. Picnic shelter 2. Basketball court 	<ol style="list-style-type: none"> 1. \$50K – 75K 2. \$12K – 40K 	<ol style="list-style-type: none"> 1. \$6K per year w/lights, 3.5K w/o lights 2. .5K per year 	
6.1.k Wilson Park Master Plan <ol style="list-style-type: none"> 1. Synthetic soccer field 2. All-inclusive play 3. Horseshoe pits 	\$250K for master plan <ol style="list-style-type: none"> 1. \$500K – 700K 2. Varies, \$400K – 4 million 3. \$10K 	Staff Time	

Objective 6.2: System-wide recommendations			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame
6.2.a Improve the system-wide and site-specific signage and entrances to improve wayfinding and branding	\$10K -\$25K per park	\$15K consultant/design fee	S
6.2.b Diversify and increase system offerings and components	\$40K consultant fee	Varies based on components	S
6.2.c Increase the functionality of existing parks with new community-led master plans	\$150K -\$250K per plan/consultant fees	Staff Time	M
6.2.d Upgrade park entrances and signs to support the overall brand in a consistent and visually well-defined manner	\$.5K to \$2K depending on sign and deconstruction of existing	Staff Time	M

Objective 6.3: New Areas of Investment			
Actions	Capital Budget Estimate	Operational Budget Impact	Time Frame
6.3.a Partner to provide a connected open space system to include parks, trails, sidewalks, and bicycle facilities	N/A	Staff Time	S
6.3.b Identify 4 locations for future dog parks, equitably distributed within the District	N/A	Staff Time	S
6.3.c Identify a location to include a splash pad, co-located with a Community Center	N/A	Staff Time	S
6.3.d Explore partnerships for access to the river for kayaking / boat launches	TBD	Staff Time	S
6.3.e Invest in supporting facilities for parks: 1. Restrooms 2. Shade 3. Parking lot improvements	1. \$150K-250K 2. \$50K-75K 3. \$3K/space	1. Varies, 12K 2. Varies 3. \$10 per stall per year	M
6.3.f Replace the sports center on Mare Island with a regional aquatic/recreation center	\$6M-8M \$350K-500K consulting fee	Staff Time	L

D. Cost Estimates for Recommended Components

Flatwork	
Concrete Sidewalks	\$8 -10 per SF
Asphalt Pathway / Trail	\$6 per SF
Compacted Gravel Walk	\$4 per SF
Natural Surface Trails	\$3 per SF
Rubberized Play Surface	\$40 per SF
Accessible Curb Ramps	\$1,500 Each
Crosswalks and Parking Striping	\$3 – 5 per SF

Architectural Elements	
Picnic Shelters	\$50k -75k
Shade Sails/Structures	\$75 per SF of coverage
Pedestrian Bridges	\$1,500- 2,000 per LF, at 10' wide
Splash Pads/Water Features	\$300k- 500k
Restrooms (pre-fabricated)	\$150k – 175k
Restrooms (custom)	\$250k – 300k
Stage/Shade Pavilion	\$150k - 200k

Site Furnishings	
Bike Racks	\$400 Each
Benches	\$2,000 Each
Bistro Seats	\$2,500 Each
Litter Can	\$1,000 Each
Dog Waste Container	\$300 Each

Landscaping	
Large Trees	\$1,200 per tree installed
Accent Trees	\$750 per tree installed
Shrub Areas	\$25 per SF installed
Perennials	\$15 per SF installed
Lawn	\$1.50 per SF
Artificial Turf	\$20- 30 per SF installed
Irrigation	\$1.50- 2.00 per SF

APPENDICES

Appendix A: Proposed Mission, Vision and Hallmarks

Appendix B: Parks and Recreation Taglines

Appendix C: City Of Vallejo Comprehensive Plan Policies Applicable to Parks and Recreation

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APPENDIX A: PROPOSED MISSION, VISION AND HALLMARKS



Greater Vallejo Recreation District

Mission

The GVRD promotes wellness and healthy lifestyles by providing safe parks and innovative, fun recreation programs for all residents.

Vision

The GVRD aspires to provide safe and world class parks and facilities and innovative, creative, and affordable recreation opportunities.

Hallmarks

- Safety
- Diversity, Equity, and Inclusion
- Creative and Playful
- Professional Organization



<p>We aspire to create and maintain safe, clean, and secure spaces for play.</p> <p>We work to provide active parks that help to protect our environment.</p> <p>We are respectful of community needs and work to balance safety and compassion.</p> <p>We foster positive relationships with law enforcement agencies as partners.</p> <p>All District employees are committed to a culture of workplace safety.</p>	<p>We strive to reflect diversity, equity, and inclusion in all our programs and services.</p> <p>We build strong relationships based on trust and are responsive to the input and counsel of our community and partners.</p> <p>We endeavor to provide equitable provision of services and access for all members of our community.</p> <p>We prioritize and balance affordable access to programs and services, with fiscal responsibility.</p>	<p>We inspire to contribute to our healthy, playful, and active lifestyles</p> <p>We aspire to be creative, reward novelty and help each other and our community play</p> <p>We value high quality over quantity, and the provision of world class recreation.</p> <p>We collaborate, seek out each other's opinions and value and support our culture of learning throughout our organization.</p> <p>We constantly innovate by improving our knowledge and skills to meet the changing needs of our community.</p> <p>We actively support health and wellness for all members of our Community.</p>	<p>We seek to connect with our community, and continually engage our residents.</p> <p>We provide exceptional customer service.</p> <p>We are professional, aspiring to lead the way both locally and nationally.</p> <p>We value honesty, integrity, and transparency.</p> <p>We are a team, dedicated to providing the best possible services, parks, facilities, and programs by working collaboratively.</p> <p>We are committed to being accountable to our community members, our partners, our teammates and ourselves.</p>
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Creative and Innovative

Collaborative

Diversity, Equity, and Inclusion

Teamwork

High Quality Services

APPENDIX B: PARKS AND RECREATION TAGLINES

A tagline is crucial for establishing a brand for one's agency. It has the capability to convey the values and mission of the entity to all those who view it. Thus, you should be sure it you're your agency well. While it is important to have a tagline that is specific and fitting to your agency, it should also be noted that it must broad enough to relate to all demographics, regardless of socioeconomic status, age, or ethnic background. In that case, by viewing the departments tagline, the audience should feel welcomed and invited to learn more and engage with the available services and facilities.

Moreover, these unique phrases are vital for creating a more open environment for your agency. It is not inherent that individuals would be discouraged to utilize the parks and recreation services available to them without a department tagline but having one does help. Having a clear, easily seen tagline creates a warmer and more personal tone to any department website. In the absence of one, the message can appear cold, flat, and impersonal. From a customer service perspective, one is more likely to feel that their questions, thoughts, concerns, or otherwise will be heard and answered with ease.

Tagline Examples:

1. Florida – It starts in parks!
2. Boulder - Choose your way to play and stay fit at your comfort level
3. Albuquerque - One Albuquerque/ Get outside and get active
4. Allen TX - Allen is your ultimate destination for family fun!
5. Detroit - Parks are good for you, especially now
6. Des Plaines – Enriching lives every day.
7. Phoenix - Making Phoenix a better place to live, visit and play
8. San Antonio – Explore the fun!
9. San Diego – Provide healthy, sustainable, and enriching environments for all
10. Grand Rapids – Your city, your parks
11. Sioux Falls – Explore! Connect! Play!
12. Salt Lake County – Improving lives through people, parks, and play
13. Little Rock – A city in a park
14. Cedar Rapids – Enjoy every season with us!
15. Portland – Healthy Parks, Healthy Portland

APPENDIX C: CITY OF VALLEJO COMPREHENSIVE PLAN POLICIES APPLICABLE TO PARKS AND RECREATION

POLICY CP-1.2 Locally Grown Food. Collaborate with community partners to support and expand Vallejo’s community gardens, Community Supported Agriculture (CSA) programs, and urban agriculture.

- Action CP-1.2B Work with GVRD, residents, colleges and universities, Solano County Public Health Department, and other community partners to identify community garden opportunities in parks or appropriate properties and on City-owned property.

POLICY CP-1.4 Active Recreation Facilities. Ensure all Vallejo residents are served by convenient and safe active recreation facilities that meet the needs of all ages, abilities, and interest groups.

- Action CP-1.4A Include active recreation opportunities for a range of ages and interests as considerations in planning and projects for the central waterfront and shoreline areas
- Action CP-1.4B Assess on an on-going basis the safety of existing recreational facilities in Vallejo by mapping crime in areas near existing facilities and identify measures to increase safety.
- Action CP-1.4C Explore opportunities for providing access to safe places for recreational in-water activities, such as boating, kayaking, paddle boarding, and swimming.
- Action CP-1.4D Support GVRD and the Florence Douglas Senior Center in exploring the need for a multi-generational center that will provide opportunities for education, physical exercise, and other active living programs.
- Action CP-1.4E Promote community “ownership” of active recreation facilities by establishing programs that encourage local residents and neighborhood organizations to “adopt,” protect, and maintain parks, open spaces, and trails.

POLICY CP-1.5 Active Recreation Programming. Support and expand active recreation programs in Vallejo.

- Action CP-1.5A Support the Greater Vallejo Recreation District, residents, and community partners to assess the need for recreation facilities, programs, and services and develop a strategy for addressing those needs.
- Action CP-1.5B Work with local community groups and Solano County Public Health Department to initiate walking, hiking, cycling, and other recreation clubs and activities to increase participation, safety, and social cohesion.

POLICY CP-1.7 Green Space. Promote community physical and mental health through provision and preservation of the urban forest, natural areas, and “green” infrastructure (i.e. best practices water management).

- Action CP-1.7A Regularly maintain the health of City street trees.
- Action CP-1.7B Support efforts by stewardship agencies to preserve wetland and open space areas.
- Action CP-1.7C Work with partners, including the Solano County Public Health Department, universities, and other groups to develop and maintain maps that illustrate access to green spaces within Vallejo neighborhoods.

- Action CP-1.7D Continue to implement green infrastructure practices that draw upon natural processes to address storm water drainage and flood control and potentially add to Vallejo’s network of green spaces.

POLICY CP-1.9 Secondhand Smoke. Limit exposure to secondhand smoke, including from e-cigarettes.

- Action CP-1.9A Work with GVRD and Solano County Public Health Department to develop a “Safe and Healthy Parks” ordinance that reduces children’s exposure to secondhand smoke.

POLICY MTC-2.2 Education. Promote safety programs to educate all road users about risks and responsibilities.

- Action MTC-2.2A Work with the Greater Vallejo Recreation District and senior advocacy organizations to develop a “safe routes for seniors” program.

POLICY CP-2.2 Safer Urban Design. Improve public safety and reduce demand for police service through project design enhancements in new development and public spaces

- Action CP-2.2C Work with the GVRD to improve and maintain park facilities as safe places for community gathering.
- Action CP-2.2D Work with GVRD and VCUSD to establish standards for site layout, lighting, and signage to deter criminal activity in and around parks, schools, and recreation sites.

POLICY CP-3.2 Neighborhood Focal Points. Promote school facilities that serve as neighborhood focal points where residents and families come together.

- Action CP-3.2B Support local arts groups, VCUSD, GVRD, and community organizations in developing and delivering art and cultural educational offerings and activities for the entire community.
- Action CP-3.4B Work with GVRD, VSFC and other community partners to identify potential sites for new parks, playgrounds, recreation centers, sports fields, skate parks and other recreational facilities in underserved areas as well as in areas where population growth is anticipated. Collaborate to explore funding mechanisms for acquisition and maintenance of new parks and facilities. Work with GVRD, VSFC and other community partners to identify potential sites for new parks, playgrounds, recreation centers, sports fields, skate parks and other recreational facilities in underserved areas as well as in areas where population growth is anticipated. Collaborate to explore funding mechanisms for acquisition and maintenance of new parks and facilities.
- Action CP-3.5B Work with GVRD and VSFC to establish a program that engages local residents in the stewardship and maintenance of parks and facilities in Vallejo.

POLICY CP-3.6 Park Safety. Ensure that parks are designed and managed to maximize the personal safety of users and maintain the visibility of play areas.

- Action CP-3.6A Implement community-based policing strategies in coordination with neighborhood groups and local residents to improve personal safety and encourage use of parks and facilities.
- Action CP-3.6B Work with GVRD to periodically conduct CPTED audits of park facilities to identify and prioritize improvements that can enhance safety.

POLICY CP-3.7 Recreational and Cultural Activities. Provide a full range of recreational, cultural, and artistic activities that caters to the diverse interests of Vallejoans, including intergenerational opportunities.

- Action CP-3.7A Collaborate with GVRD to periodically assess community needs; develop responsive recreational and cultural programming and facilities; and identify funding.
- Action CP-3.7B Revive the Commission on Culture and the Arts to serve as the voice of the arts community, stimulate the visual and performing arts in Vallejo, and promote Vallejo’s culture and artistic assets to enhance the positive image of the city.
- Action CP-3.7C Assemble a volunteer task force to assist in developing teen programming and increasing participation rates.
- Action CP-3.7D Develop and adopt an Arts and Culture Master Plan to promote and enrich arts and culture throughout the community based on surveys and other data to identify needs and priorities, and identify public and private funding sources to ensure ongoing support for arts and cultural activities.
- Action CP-3.7E Revive the Commission on Culture and the Arts to serve as the voice of the arts community and stimulate the visual and performing arts in Vallejo.
- Action CP-3.7F Pursue joint use agreements with VCUSD and other educational institutions that provide Vallejo residents with additional opportunities for cultural and recreational activities in school and college facilities.

POLICY CP-3.8 Recreational and Cultural Facilities. Encourage recreational and cultural venues in neighborhoods, corridors, urban villages, and downtown, including private commercial recreational facilities, to complement activities and programs provided by GVRD.

- Action CP-3.8A Review City regulations and update as feasible to facilitate development of new recreational and cultural facilities in Vallejo’s neighborhoods.

POLICY NBE-1.1 Natural Resources. Protect and enhance hillsides, waterways, wetlands, and aquatic wildlife habitat through land use decisions that avoid and mitigate potential environmental impacts on these resources to the extent feasible.

- Action NBE-1.1D Support the Greater Vallejo Recreation District (GVRD) in establishing a mitigation bank at River Park.

POLICY NBE-1.4 Waterway Restoration. Restore riparian corridors and waterways throughout the city.

- Action NBE-1.4A Collaborate with GVRD, Vallejo Sanitation & Flood Control District (VSFCD), and other partners to evaluate creek conditions and restoration opportunities, and to develop policies covering setbacks from creeks, damage prevention, stewardship, nuisance abatement, public access, and other community and environmental concerns.
- Action NBE-1.4C Work with VSFCD and GVRD, as appropriate, to maintain Lake Chabot, Lake Dalwigk, and other detention basins for stormwater management and for public recreational use.

POLICY MTC-2.10 Senior and Limited Mobility Population. Encourage provision of a variety of transportation services for seniors and community members with limited mobility.

- Action MTC-2.10A In collaboration with Soltrans, STA, GVRD, and local senior service providers, conduct a mobility needs assessment and identify solutions to better serve the needs of seniors and people with limited mobility in Vallejo.

APPENDIX D: GVRD PARKS AND RECREATION MASTER PLAN UPDATE – COMMUNITY ENGAGEMENT MEMORANDUM

Memo to: Gabe Lanusse, Executive Director, Greater Vallejo Recreation District (GVRD)

CC: Art Thatcher, GP Principle in Charge
Dave Peterson, GP GIS Manager
Caylor Vielehr, GIS Analyst
Beth Poovy, Director, Greenways, Parks & Open Space, Land Design

From: Jeff Milkes GP Project Manager

Date: August 30, 2020

Subject: Greater Vallejo Recreation District 10-Year Master Plan

In order to gather information pertinent to the 10-year master plan, District leadership and staff were interviewed in May and June, 2020, followed by focus groups, stakeholder interviews and a public forum conducted between August 10th and 20th, 2020, using the Zoom digital platform. The goal of these sessions was to guide the development of the parks and recreation needs assessment community survey and collect input into the needs and desires of District residents. Participant contacts included:

- District patrons/community members attended the public forum (93)
- Stakeholders that included GVRD board members, City of Vallejo City Council Members, City of Vallejo executive staff (15)
- Focus Group participants that included community members, sports leaders, civic group leadership, etc. (26)
- District staff (21)

A summary of responses follows. While responses are not prioritized, asterisks demonstrate repeated comments made during the engagement process. It should be noted that some participants chose not to respond during the sessions. There were also comments from residents who were not present during the public forum.

How long have you been a resident of the GVRD?

- (12) <5 years
- (12) 5-9 years
- (18) 10 – 19 years
- (35) 20+ years
- (13) not a resident, but use facilities and services, and participate in programs

What are the strengths of the Greater Vallejo Recreation District?

- Partnerships with other organizations***
- They have excellent community engagement***
- Management responsiveness and willingness to work with outside organizations***
Children’s Wonderland is amazing**

- The District is open to making parks open and healthy & beautiful. Parks are well distributed**
- After-school programs – 22 including 16 with the Vallejo City Unified School District per a JUA*
- Diversity of programs, something for everybody*
- Partnership with the Solano County Library*
- Good rental facilities, inexpensive fees*
- Parks maintenance although understaffed, do a really good job given the acres and number of parks, sports fields, trails, neighborhood parks, parking fees, reservations, etc. *
- Number of park facilities available to the community
- Low cost programs and events
- Fields are well maintained for youth sports
- Facilities at Norman C King are nice – staff are welcoming
- The Kids Club is safe and great
- The way the District connects the community together
- Access and opportunities to programs and activities for lower income residents
- The way the department is able to upgrade equipment to facilitate park maintenance
- Coordination with groups, churches, and others to host very successful (annual) events in the parks
- Aquatics program has very affordable swimming lessons (1,500 per summer) and programs.
- Activities are competitively priced, especially for afterschool programs, although they are in need of an increase
- Very committed staff, committed to jobs
- The District produces great special events
- Drop-in after-school program for one or two days per week (this has really helped District residents)
- Summer camps (majority of scholarship use)
- The quality of programs for all ages including sports, youth programs, and senior programs
- Operate with financial responsibly
- District reaches out to arts community
- Excellent at creating accessible spaces



1 Lowest	4	6%
2	5	8%
3	22	35%
4	19	31%
5 Highest	12	20%
Total	62	100%

Are the fees GVRD charges too low, appropriate, or too high?

Too Low	4	6%
Appropriate	42	61%
Too High	7	10%
No Opinion	16	23%
Total	69	100%

What are the weaknesses/improvements that need to be addressed?

- Greater visibility in the community. In the past, a staff member was assigned to marketing (part-time). It has not been a focus for the department. The District could be better at marketing and communication that gets the word out*****
- Community may not feel safe due to homeless activity and other illegal activities in the parks. Homelessness creates barriers to use****
- Garbage is a problem in many parks, at the Glen Cove Waterfront Park and the Waterfront Marina, in parks left by the homeless and sports groups. Illegal dumping in parks***
- Update programs for kids after school**
- Facilities are old and need to be replaced/updated**
- Better engagement with community - more opportunities and collaborations**
- Partnerships with the City of Vallejo (not equitable). The relationship between GVRD and the City could be improved. Long term master lease agreement is a weakness**
- The District needs another pool**
- Outdated policies/some current policies contradict each other. Administrative decisions are made slowly. There is a lack of a common vision for parks and programs**
- Not enough neighborhood programming. There is limited adult programming compared to neighboring cities**
- Parks need better lighting and security at night*
- Afterschool and camp programs need better trained staff and programming*
- Maintenance of the parks. Drug syringes on the grounds of the parks. It is unsafe to let kids use the restrooms**
- Need additional resources to expand programming*
- Better maintenance and renovation of the semi pro ballfield – Wilson Park and Dan Foley Park*
- The Glen Cove Waterfront Park seems to garner complaints. Dogs are not kept on leashes and some dogs are attacked. Irresponsible owners don't pick up after dogs
- The District needs a full time PR person with a PR background
- Partnerships with the Vallejo City Unified School District, (not equitable)
- More hiking/biking trails developed in the green belt areas around the City. There are many hillsides without houses where the City could build a simple natural-surface narrow-width trail for use by people on foot or on bike
- Need to push for city funding for properties the city owns but GVRD maintains
- Dan Foley Park has terrible acoustics. The sound system needs upgraded
- Limited adult programming compared to neighboring cities
- Modernization of infrastructure particularly in electricity to save on energy costs
- Innovation in the parks in our city. Activities in the parks would encourage use and deter unsavory activities
- Classes in the parks like dance class, yoga class, boot camps, etc.
- The park in Crest (Crest Ranch Park) is neglected, focus is on other parks
- Improve and reimagine current programs, make them the best they can be for the community

- There are only two dedicated pickleball courts in GVRD
- Need healthy options at concession stands
- Better connectivity – walking/biking from neighborhoods to parks
- Inclusion programming for special needs participants
- Mobile recreation to take programs to the community
- Issues in the parks with vandalism and bad behavior
- Improved communication with contractors and the public
- Better utilization of GVRD resources across the City – limiting duplication or partnering
- Better community engagement
- The District does not look outside normal venues to update buildings and facilities
- Buildings are outdated. Park restrooms need updating, need better lighting, better parking lots, etc.
- Challenge to get reservations for community centers spaces
- A lack of consistent social media presence
- Other departments in the state contract out services in athletics, more professional coaches
- Lake water is dirty, a lot of fishing line

What are the most repeated concerns staff hear from residents?

- Responsiveness
- Trash, homeless activity, vendor complaints
- Community prefers low cost programs
- Safety at the Community Center, lighting, cameras, theft deterrents, car break-ins

Would you like to see a replacement sports center?

- Yes - 72, No – 0, Unsure - 11

What new recreational activities should be offered?

- Programming in the neighborhood parks*****
- More activities on the Lake, possibly SCUBA****
- Need more than one senior citizen center and more senior programming for exercise, social and outdoors***
- Public art master plan and art in our parks. Art programs: maps, scavenger hunts, interactive art classes (pottery, painting, photography)***
- Youth sports programs in partnership with local non-profit organizations***
- Aquatic programs**
- Sports programs spread around the District and not in single locations**
- Transportation – free shuttle to parks and recreation facilities**
- Youth activities, summer camps and programs for teens**
- Instructional pickleball classes and pickleball activities**
- After school programming**
- Science related outdoor education programs*
- Life skills and technical skills programming*
- Neighborhood or block safety events, Neighborhood Night Out celebrations*

- More outdoor opportunities for children*
- Non-traditional sports like rugby or lacrosse*
- Outdoor recreation opportunities*
- Outside concerts and movies in the parks, drive-in movies*
- Life skills and technical skills programming
- Yoga, dance, art walks, local artisan selling shows, music, talent shows, food shows
- More innovative programs to try to get more people to use the parks
- A toy loan service where kids can check out toys like a library
- Adults classes
- More mentoring programs. Firefighter youth academy
- Would like to add more music events, collaborative music artists, groups, venues in Vallejo that promote musical arts
- Fitness for seniors – activities in the parks, getting seniors outside
- Community centers are underutilized, provide additional senior programming during slow times
- Small group programs so participants get more interaction
- Programs available at times working parents aren't working
- Culturally sensitive programs – rich heritage in the region that needs to be tapped into
- Non-sports programs
- More cutting edge/niche programs – non-traditional programs
- Indoor sports activities
- Side show activities – plate spinning, juggling, etc.
- Bike safety and bike racing – BMX
- Adult softball leagues
- Facilitate theater groups
- Online programs
- Be a channel for licensing content
- Photograph scavenger hunt with themes (animals)
- E-Sports
- Sports leagues and sports tournaments
- Dancing bingo cooking hiking for all ages
- Create a survey menu so folks can check a box of what they want regarding programs
- Safe and walkable activities to attend
- Fitness equipment around the parks
- Free or low-cost activities
- Petting zoo
- Activities, art, art shows, games, skate park in downtown, water park, flowers and plants, gardening clubs
- I would love to see activities for all age groups. Many new people moving to Vallejo are childless so just having parks tailored to children or dogs is alienating to other citizens
- Kayak day, and rescue training once a month at Cunningham Pool activities
- Top Golf

What new amenities and/or facilities are needed?

- A replacement sports center*****

- Additional aquatic facility*****
- Additional sports fields, additional soccer fields (with lights). More little league fields, and artificial turf facility – outdoor with lights. Sand volleyball, lacrosse and futsal*****
- A world class, state of the art pickleball facility with 14+ courts (indoor and outdoor), lights, bathrooms, water refill stations, spectator seating*****
- Improved regional and local nature trails, upgraded that connect schools and parks*****
- Restrooms at parks for small children*****
- Additional dog park (w/dog bags, water) *****
- Outdoor basketball courts*****
- Shade structures over reservable picnic areas (rain perforates but provides shade)***
- Additional skate park, inline****
- Disc golf course***
- Walkable parks within the neighborhoods***
- BMX track, pump track, bike ***
- Hanns Park suffers from drug dealers and homeless issues, and cleanliness. It could use more swings and slides at the entrance **
- Outdoor Gym and work out equipment**
- A roller-skating area***
- Ice hockey and ice skating**
- River access**
- All-inclusive playground**
- Interactive art and music installations in parks**
- Greek & Roman style pavilions and fountain to sit around**
- New amenities for the baseball fields, like a batting cage**
- Bike paths, bike lanes*
- New park at Outrigger Dr and Seahorse as previously promised 25 years ago*
- Indoor performance area/stage (99 seat) and area for outdoor movies*
- Walking/Biking Paths – create connectivity, connections to the San Francisco Bay Trail*
- Additional volleyball courts*
- WIFI in the parks and facilities (grants available)*
- E-game room
- Maintain existing parks and facilities is a priority
- A state-of-the-art the art youth center
- Sports park with a walking/jogging track (oval)
- Improved river access for the Bay Water Trail
- Camping at Lake Chabot
- More tennis courts
- A mini gym for young children
- Basketball facilities for rental
- Parks in school playgrounds during non-school times
- Safe and improved lighting
- Outdoor drone racing facility
- Infant swings
- Variety of homeschool groups - lots more people are home schooling now
- Improvements to the sections of the Ridge Trail and Bay Trail located within Vallejo

- Water bottle refill stations, more trash cans to prevent litter, river access, connectivity, picnic tables, quiet walking trails, nature opportunities
- Water fountains
- ADA features
- A kayak ramp by the waterfront park next to the Yacht Club
- Renovation of Wilson Park for the Vallejo Admirals and other baseball leagues
- A sports complex where organizations and teams bring in Olympic/National competition
- Push the City for more support in land and facilities
- Better landscaping to increase the appeal of the parks
- Bocce ball courts
- Youth center
- Natural spaces/open space
- Compost toilets at Macintyre Ranch
- ADA access at Macintyre Ranch
- Neighborhood parks
- Drop-in recreation center, facility, open recreation
- Adventure recreation
- Play structure at Hanns Park
- Bottle fill stations
- Seating in the parks
- Kiosks at parks to provide information to community
- Dedicated parking for public safety
- Places to host Indoor birthday parties
- Teen center
- Multi-generational center – shared
- Community gardens
- BBQ and picnic areas
- Rock Springs park needs a fence around the pond
- A community forest with trail system and camping
- A children’s play area on the south end of the waterfront
- Ropes course
- Running track
- Obstacle course / Ninja Warrior
- Putting / chipping greens
- Rock climbing wall
- Dance studio
- Paddle boats at Lake Chabot
- Botanical garden
- Photo opportunities/immersive art
- Sculpture garden

What is your vision for parks and recreation services offered by the GVRD?

- Walkable parks
- Non-traditional recreational activities like E-gaming, drone racing
- More adult focused programming. concerts, Salsa dancing, etc.

- New pickleball courts
- Support shade options, young children playgrounds, short fences. Support parents supervising children's play. Letting child explore their area without worry about child running out of the play area
- Vision is being able to capitalize on the many open spaces and natural resources
- Clean and well-maintained facilities
- Take over land that isn't being used by other Vallejo departments (example, East Vallejo Baseball fields owned by the Vallejo School District to create more beautiful spaces
- I would like the vision to include getting ALL ages groups to the parks, not just parents and children
- Recreation for citizens without children
- Add more "natural" "native" "wild" "endemic" parks
- Inclusive system accessible for Spanish speakers - promotions, AG & website
- Cluster of soccer fields so many teams can play tournaments at one time
- Vallejo to be known for its "little parks"
- A new sports center

If you were asked to define the vision for the District in three to five words, what would you like the District's vision to be?

- Open spaces, natural resources*****
- Accessible****
- Safe parks***
- Clean**
- Embracing diversity and equity**
- Sports**
- Sustainable*
- Cultural*
- Health and wellness**
- Serving the community*
- Education*
- Looking for opportunities to create*
- Well maintained
- Amsterdam or East Bay Regional Park District on a Vallejo scale
- A functional recreation district that attracts the community and regional users with facilities that are top in the area
- Affordable
- Getting more people to the parks
- Joy
- Keep outdoor spaces for kids and seniors
- GVRD is in a unique position to make things happen for sports culture, arts and creating opportunity to come together
- Working together

Are there any portions of the GVRD that are that are better served than others?

- South Vallejo and North Vallejo community centers are underutilized**
- Need for an aquatic facility**
- Need neighborhood parks**
- South Vallejo***
- North Vallejo lacks services, parks, and green space*
- Swimmers*
- Low-income families, Communication to citizens with financial needs about scholarship program and fee waivers*
- Map it out and show where the facilities are and the usage. Look at neighborhood density and projected population growth*
- Youth golf participants
- Anyone who does not live with walking distance of a park
- Adults due to a lack of classes
- Middle income families
- Parks around libraries
- Pickleball players
- Children of single parent families and those that hold multiple jobs are in need of tutoring and mentoring
- Unincorporated Vallejo – Southeast
- Older parks should be repurposed and reimaged
- Activities for youth
- The Crest (North Vallejo)
- Transportation is a major barrier
- Blue Rock Springs neighborhood
- West Vallejo - resources are going to East Vallejo
- Mare Island
- No day camps in South Vallejo
- Middle to south part of the District has more going on
- The center of the District going north is lacking in services
- Staff tries to support the District equitably
- East Central Vallejo is lacking in parks

Who are the key partners and stakeholders in the community with regard to assisting with the parks and recreation master plan?

- City of Vallejo – some parks belong to City and GVRD maintains the parks in the City*****
- Vallejo Unified School District *****
- Little league*****
- Neighborhood associations****
- Kayak groups, Kayaking and Biking Vallejo, Kayakvallejo.com***
- YMCA, Boys and Girls Clubs***
- Vallejo Chamber of Commerce**
- Service Clubs and non-profits**

- Solano County Library District – could have them provide some programs in underutilized community centers**
- Police Activities League*
- Solano Land Trust*
- Golf courses*
- The Nimitz Group*
- Club Stride*
- Vallejo Admirals and other pro or semi pro leagues*
- Business community*
- Environmental groups, hikers (young and old)
- Former GVRD staff
- Solano County Social Services
- The Vallejo Project
- Swimmers, joggers, South Vallejo residents
- Vessels of Vallejo
- Reign City Sports
- Vallejo Napa River Walk Community Group
- Vallejo Arts Council
- Project Vatu
- Church groups
- Boy Scouts
- Potential partnership with Loma Vista Farms
- Art walk committee members
- Downtown Vallejo businesses
- Vallejo local artists
- New Vallejo residents
- Vallejo housing justice coalition
- Children's/science museums
- On the ground organizations
- Adaptive Sports League
- Challenger Division would love to be partners
- Visit Vallejo (Vallejo Convention & Visitors Bureau) for group and meeting facilities
- Vallejo Admirals Pro Baseball team
- Griffin Technology Academy
- Scouts
- Youth wellness center
- Almost all active living organizations
- Paddler and rowing groups
- Colleges in the area
- Sailing groups
- Rugby groups
- Native American Tribes in the area
- CAL maritime for Rugby sport
- Obtainium Works Theatre groups
- Rotary
- Community groups

- Vallejo Aquatics
- Solano County
- Neighboring cities
- Hospitals (2)
- 4-H, Scouting and other youth serving organizations
- Solano County Foundation
- North Bay BMX – Donny Robinson - donny@donnyrobinson.com
- San Francisco Bay Trail – Maureen Gaffney - mgaffney@bayareametro.gov
- San Francisco Water Trails
- SolTrans
- Vallejo Watershed Alliance
- Child Start
- Commission on Culture and the Arts – Dalia Vidor, Producer
- Developers
- Charter schools/private schools – require students and parents to do service hours
- Solano County First Five
- Solano County Public Health – Robin Cox
- Vallejo Benicia Pickleball Club – Ed Brice
- Solano Business Corp
- ARC Solano
- Ecology Vallejo
- Solano County Homeless Task Force
- Chamber of Commerce
- Nonprofits in the City of Vallejo
- Senior groups
- AAA
- Police and public works for safety
- Vallejo sewage and waste
- Key environmental groups
- Citizens air monitoring
- Fresh Air Vallejo
- Arts community partnerships

What are the key issues and values that the District needs to consider?

- Equity and racial bias. Need a focus on serving the most diverse populations , availability of cultural activities*****
- Loss of the sports center left a big hole in the community*****
- Safety in parks and at facilities*****
- Upkeep of facilities, cleanliness, trash*****
- Not promoting and marketing our facilities – North Vallejo CC is one example. There are enough facilities around town, but not doing a good job promoting them***
- Homelessness**
- Hiring and maintaining quality staff. District staff should be paid more*
- Relationship building, space sharing, nurturing nature, valuing greenness
- The value of outdoor recreation opportunities

- Accessibility, teaching programs created by partnering with other organizations, quality of parks and fields
- New facilities, more interactive programming
- Parking
- Dan Foley should have security gates at the entry. Highlands St. Park needs better lighting to reduce the overnight hanging out and littering
- It's great to live in Vallejo when there are gatherings bringing the community into a grassy area near the water
- Equity across the Bay Area. We have relatively abysmal resources
- A youth center that can give our youth a chance, connect families to services and provide wellness services
- Reliable funding sources
- Access to aquatics and golf courses
- COSTCO moving with new residential development, GVRD may be responsible for maintaining the new parks
- Vallejo was a blue-collar town but people moving from the Bay Area want urban community
- Major development on west side of town – Mare Island (former military base)
- GVRD needs to make better investments
- Need to build a better relationship with the City
- COVID-19 brings up a lot of issues
- Maintaining our infrastructure – money to build but not money to maintain
- Transparency and engagement with the public
- Spend more time and money on the most used parks
- Lack of transportation
- Need to be better communicators – marketing of District activities
- Get District residents outside and moving
- Helping make Vallejo better
- Bringing the community together and connecting communities through recreation
- Closure of individual school offers opportunities for GVRD
- Keep youth involved and engaged
- Monitoring what works and what doesn't
- Keep accessibility at forefront – diversity, transportation, language, affordability
- Amenities needed include signage, cameras, physical barriers for cars
- GVRD Website is still frustratingly difficult to use – takes too long to load and not user friendly

What are the priorities to be considered in the master plan?

- Park Maintenance. Cleanliness of the parks and facilities*****
- Safety***
- Larger budget. Additional staffing**
- Greater District identity, branding, and marketing**
- Equity disparity*
- Issues with crime in the city needs to be addressed by programs*
- New and innovative programming to attract people within the community cost appropriate*
- More swimming facilities*
- Preserve green space and natural areas*

- Find better ways to communicate with residents*
- Replace the sports complex*
- Find a way to connect parks with trail system. More “green belts”*
- The Marina is beautiful and wish that transcends into downtown and the surrounding neighborhoods
- Engage people at their local park
- Accessibility for all
- Recruit staff locally
- With gyms closed perhaps more exercise opportunities
- Camping facilities, hiking trails
- Little league fields
- A senior center
- Giving everyone a reason to come to a park
- Staff work directly with kids, and groups of people adults, with activities
- Innovation to encourage more park use
- Prioritize open space and park lands
- Open spaces are extremely important
- Low crime
- Higher quality afterschool and day camp programs
- More internships with high school students and programs
- Sports park
- Improved youth resource
- Approach these plans with an equity lens
- Amenities focused downtown
- Clean baseball fields on Rollingwood
- Clean parking lots to welcome people to the parks
- Funding for low income residents
- Basketball hoops around the city and Mare Island
- New activities - golf, e-gaming, rugby, disc golf
- Priorities mirror what other counties offer. Many of us are new residents and used to activities and services offered in other cities. Focusing on long term quality of life
- Working with the universities in the community Touro and Cal Maritime can be a great resource with mentorships and programs
- Better utilization of McIntyre Ranch
- Obtain properties and create natural space with walking and hiking paths
- More investment in lake activities
- Offer transportation to events and parks
- Take care of existing assets first
- Glen Cove has many retired individuals and baby boomers. Outdoor activities like shuffle board, bocce ball and pickleball that you've already added. It would be good for seniors
- An amphitheater
- Have a dedicated staff member to obtaining grants to pursue more financial resources
- Fundraising events
- Sports complex, bathrooms, protect/connect green space, recommit to/rejuvenate existing GVRD properties

- More off road, nature trails to bike, walk & run; a real Recreation Center that has multiple activities, space, venues, and amphitheater for music concerts, plays, movies, etc.
- Talk to other local park districts to see what they can share as you make your plans
- Street noise reduction needed at amphitheater at Hanns Park
- Park with a nature center for activities and naturalist programs
- What might work well? you already have amenities like golf courses— focus on that
- Employee tracking systems are very popular now with much efficiency gained. most employees polled nationwide are not opposed to this
- Overall, I feel GVRD does an excellent job with their/our money
- GVRD needs to develop a revenue positive facility
- Sports for grade school through HS
- Hiking trails feed into regional trail connections. Something overlooking the waterways maybe even a campground utilizing the water
- Capitalize on opportunity to lead - provide unique and better service delivery (CAPRA, Gold Medal)
- Better partnership with VPD around issues in the parks
- Upgrade four community centers
- Enhance District technology
- Better utilize existing buildings for programs
- Strengthen HR Department practices and processes
- Greater consistency in assistance to low income residents – scholarship program
- Additional staffing to maintain parks. We have so many parks and fields, and very little crew Our current crew is amazing, but they can use more hands onsite
- Teens and seniors could use more attention and programming
- Upgraded equipment/technology, wide monitors, technology
- Good parking facilities

Other comments, suggestions, feedback?

- Reevaluate the agreement between the City and the District***
- Reevaluate the monetary arrangement between the City and the District***
- Give consideration of the specific plans, city master plan, and other planning documents**
- Amphitheater space at Blue Rock Springs Park – more state of the art/professional facility**
- Will GVRD open up communication lines with Vallejo Little League concerning a partnership within the City to ensure ease of access to fields, safe fields of play, park upgrades, Baseball for the City and to ensure that we can partner to provide proper tutelage to the youth of Vallejo in competitive and instructional environments?
- The City should NEVER have allowed that complex into private hands!! (Same with golf course on MI) and MUST NOT allow Blue Rock Springs golf course to be sold/developed!!
- Some facilities are under utilized
- I am so excited to see the progress of all the wonderful speaker!!! I hope you see the need to partner with schools to get our youth outside even though Covid-19 they need fresh air and exercise and fun! Thanks for a positive outlook for our City
- What cities have GVRD-style programs that GVRD staff thinks are doing a good job?
- When fees are too low, the perceived value of the services or experiences is lower than it should be

- Marketing information does not seem coordinated
- The Glen Cove Waterfront Park seems to garner complaints. Dogs are not kept on leashes and some dogs are attacked. Irresponsible owners don't pick up after dogs. How can GVRD address this?
- The District needs a full time PR person with a PR background
- The District needs another pool on the other side of town
- I'd like to see more hiking/biking trails developed in the green belt areas around the City. There are many hillsides where there are no homes where the City could build a simple natural-surface narrow-width trail for use of people on foot or on bike
- Focus group slides nailed the strengths/weaknesses. I'll second them
- The District needs to push for city funding for properties the city owns but GVRD maintains
- Garbage is a problem. Those who are playing sports should be responsible for making sure their garbage is picked up
- Promotion of events, and swimming facilities are needed, along with updated buildings and event facilities
- You know that both Vallejo health club pools are closed, as is the Maritime
- Vallejo is one of the lowest ranked in the Bay Area for neighborhood amenities. See the Bay Area Equity Atlas. This is a huge Equity issue for our youth who are striving in the face of many challenges
- I would love to see some innovation in the parks in our city. I think having activities in the park would encourage use and deter unsavory hanging out. I would love to see classes in the parks like dance class, yoga class, boot camps, etc.
- Push the City for more support in land and facilities
- After school programs make up a lot of the programming
- Parks need cleaned more frequently near Sonoma St
- I would like to see a trailhead and hiking/biking trails in the city-owned land of Sulphur Springs Mountain north of Columbus Parkway. There is only one trailhead at Blue Springs Park but it is closed to dogs so I cannot access the trail while I hike with my dog (on leash of course!)
- We have no effort to provide cutting edge programming at a youth center. The absence of equity is astounding
- Manage workers efficiently
- Partner more with all trail groups and advertise them more
- Bring back the Blur Rock Springs Park of the yesteryears. It had a child's train, with a small ferris wheel
- Big demand for sports, build it and they will come
Dan Foley should have security gates at the entry. Highlands St. Park needs better lighting to reduce the overnight hanging out and littering
- I chose appropriate but fees are almost too low
- Fees are appropriate but more needs to be done to subsidize low income
- Fees are too high in some departments and too low in others. They need to be based on cost of delivery and surrounding competing prices
- When fees are too low, the perceived value of the services or experiences is lower than it should be
- I hope the survey is bilingual
- Public transit is a challenge to get to facilities

- Clean up the pond at Blue Rock Springs
- Consider a foundation for GVRD to fund raise
- Waterfront development for recreation and entertainment
- Money available through California Prop 68
- Solano 360 – developer to build rectangle and diamond fields for tournaments, would be good to make accessible to the neighborhoods – 180 acres
- Look at the two private golf courses that are losing money
- The City owns everything and shares the revenue
- Need to have an implementation and review recommendation in the Master Plan
- 5-member board: 3 appointed by the City and 2 appointed by the County Board of Supervisors
- McEntire Ranch – look at old master plan
- No available funds from the City because for the retire system need
- What partners can help support facilities and outdoor spaces
- Give land and facilities to GVRD since they maintain them and program them
- Mare Island is doing a survey of parks, open space and recreation services (need to get a copy of results)
- Schools closing, can GVRD make use of them
- Where does the \$10K impact fee go?
- City is coming out of bankruptcy and everyone has to work together
- Review Participatory Budget Process
- Participate in National Night Out
- There is a GVRD Foundation
- Ben Botkin at the SF Bay Area Water Trail bbotkin@bayareametro.gov
- What about camping at Lake Chabot at Dan Foley Park like Salona County Parks?
- Foodie scene has exploded in Vallejo
- Hire and utilize skilled worker to maintain athletic facilities and parks
- Need a published CIP plan, replacement schedule
- Need to be more transparent with the Boards activities
- Need to increase partnerships with the School District, City, Service Organization
- Could improve relationship building
- Modernization of infrastructure particularly in electric to save on energy costs Implement Park Rx – strong movement in the Bay Area
- Hire private security or law enforcement park rangers at parks
- Fee waiver or fee reduction program
- Scholarship programs underutilized (\$50K budget but only \$7,000 was used. Not advertised as well as possible)
- A few quadrants of the District fall into a category of lower income. Several quadrants may have income where residents do not need scholarships
- The City uses a benefits-based program analysis as a cost recovery model
- E-track used to handle field reservations
- Online registration, point of sale?
- Understaffed 9 FT maintain over 30 parks
- Funding went away from city owned parks
- Development fees are restrictive. The District needs more partnerships and fees
- GVRD develops parks but the City owns and who will pay fees?

- Need an ordinance for impact fees to hand people prior to development
- Allow MP to be reviewed by the public prior to adoption
- Cars do donuts at Dan Foley Park. It is not a safe environment
- Inappropriate uses of the park – safety concerns – should have a safety category in the master plan
- Hanns Park – had to move camps because of homeless issues
- The new registration system is not user friendly. Difficult for people with vision disabilities to see the difference between black and gray colors
- There is no recycling at events, even though it is free for people to request. SB 1383 will impose fines on those who do not recycle
- Solano Government Center and Livermore have these great large water fountains that shoot water into the air. I take my kids there and its recycled water and super fun. They go high. They have non slip floor. If Vallejo had one of these in the City Hall Center, it would be a smash hit or near the waterfront. Be prepared
- https://www.solanocounty.com/depts/first5/parentsandcaregivers/2018_monthly_theme_page/may_summer_activities.asp
- What is the plan for East Vallejo Little league area? That could be a great park, soccer field, hoop courts and baseball complex?
- Used parks over the years and very happy with them
- District fiscal agent, store equipment for watershed partner, provide facilities. The GVRD is very supportive
- No day camps in south Vallejo
- Need a lake monitor – to provide more outdoor educational activities
- A list of neighborhood groups. The City will provide
- Good partnership with the schools – after school programs
- The District needs a lake monitor to provide more outdoor education
- The lake is under used
- More needs to be done to make Lake Dalwigk Park appealing to neighborhood and Vallejo residents. Add a hard surface path, use plants along Curtola Parkway to make the park look better, add a dog park at the western edge, and add water to the lake
- I think the path around the lake is particularly important. Since the overhead walkway connecting Wilson Park with Lake Dalwigk was torn down, there is no safe and convenient connection between the two parks. J-walking across Curtola Parkway is an option, but not very safe considering how fast people drive along there
- A high-quality ranking compared to other Vallejo service providers
- Strong community support (Measure K passed with a super majority)
- Too pricy for the inner-city kids
- The City's General Plan should flow through to the new master plan. Evaluate existing master plan
- What will you do to ensure cleanliness and safety in the parks?
- There are small baseball fields at the corner of Benicia Road and Rollingwood Drive that have been abandoned and unused for years. Surely that space could be transformed into a useful park
- Academy pool. The American Canyon pool registration is so limited I could never manage to reserve a lane or place in the exercise class

**APPENDIX E : GVRD MASTER PLAN FINAL
SURVEY REPORT DECEMBER 2020**

Greater Vallejo Recreation District Master Plan Survey Final Report

December 2020



GREATER VALLEJO
RECREATION DISTRICT



RRC
ASSOCIATES



Table of Contents

- Introduction & Methodology
- Key Findings
- Demographics
- Satisfaction
- Current Usage
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- Communication
- Future Facilities, Amenities, and Services
- Financial Choices / Fees
- Values and Vision
- Community Comments

Introduction

The purpose of this study was to gather community feedback on the Greater Vallejo Recreation District's satisfaction, current usage, amenities, programs, future needs, and general information on parks and recreation.

This survey research effort and subsequent analysis were designed to assist Greater Vallejo Recreation District in developing a plan to reflect the community's needs and desires.

Methodology

Primary methods:

1 = Statistically Valid (Invitation Survey)

Mailed survey with an option to complete online through password protected website

2 = Open Link Survey

Online survey available to all residents of Greater Vallejo Recreation District

4,854 Surveys Mailed

882

Total
Completed
Surveys



372 - Invitation Surveys Completed
+/- 5.0
Margin of Error

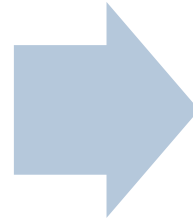


510 - Open Link Surveys Completed

Weighting the Data

1

The underlying data from the invitation survey were weighted by age and ethnicity to ensure appropriate representation of **Vallejo residents** across different demographic cohorts in the sample.



2

Using U.S. Census Data, age and ethnicity distribution in the sample were adjusted to more closely match the actual population profile of **the City of Vallejo**.

Key Findings



PARKS & REC USAGE

Nearly three-quarters of the invite respondents indicate they use GVRD offerings occasionally or more often. Open link respondents have a higher frequency of use than invite respondents; 45% of open link respondents are frequent users. .



LEVEL OF SATISFACTION

Respondents are moderately satisfied with the overall quality of parks and recreation offerings provided by GVRD. All offerings averaged 2.8 to 3.2 on the 1 to 5 scale for overall quality, indicating room for improvement.



IMPORTANCE

Parks and open spaces, trails and pathways, and amenities at parks are the most important facilities and services to resident households.



COMMUNICATION

Email is the best method to receive information about parks and recreation offerings. The activity guide/brochure and social media are also popular ways to reach residents of GVRD. Results demonstrate a need to maintain diversify in communication methods.

Key Findings



FUTURE NEEDS

Improvements/renovations to existing facilities, more trails, new sports complex, more aquatics, and improvements to community centers are the most important facility needs for the next 5-10 years. Offering more activities for residents and teen/youth programs are the most important programming needs.



INCREASE USE

Improved safety and security, better condition/maintenance of parks/facilities, and better lighting would increase use at GVRD parks and recreation facilities.



FUNDING SOURCES

More private/public partnerships has strong support as a potential funding source. New property or sales taxes, however, have very limited support. Support for a bond referendum or hospitality tax is more mixed.



VALUES & VISION

Ensuring parks and recreation opportunities are accessible to all residents and providing a high level of safety and security at facilities are considered the most important issues to focus on for the future.

Demographics



How long have you lived in the City of Vallejo:

- 3% - Less than 1 year
- 22% - 1 – 5 years
- 10% - 6 – 10 years
- 20% - 11 – 20 years
- 46% - Over 20 years

23.0

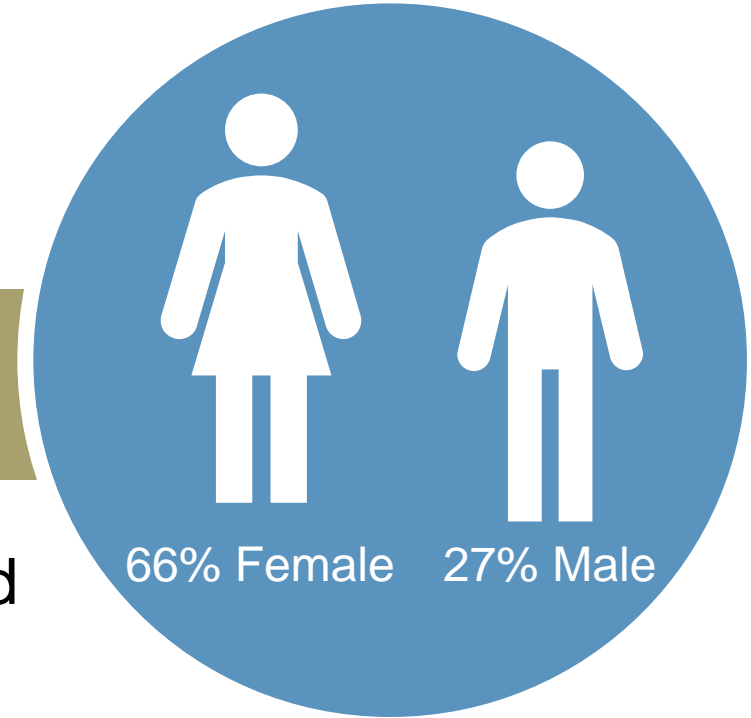
Average number of years
living in Vallejo



18% of respondents have a need for ADA accessible facilities and amenities



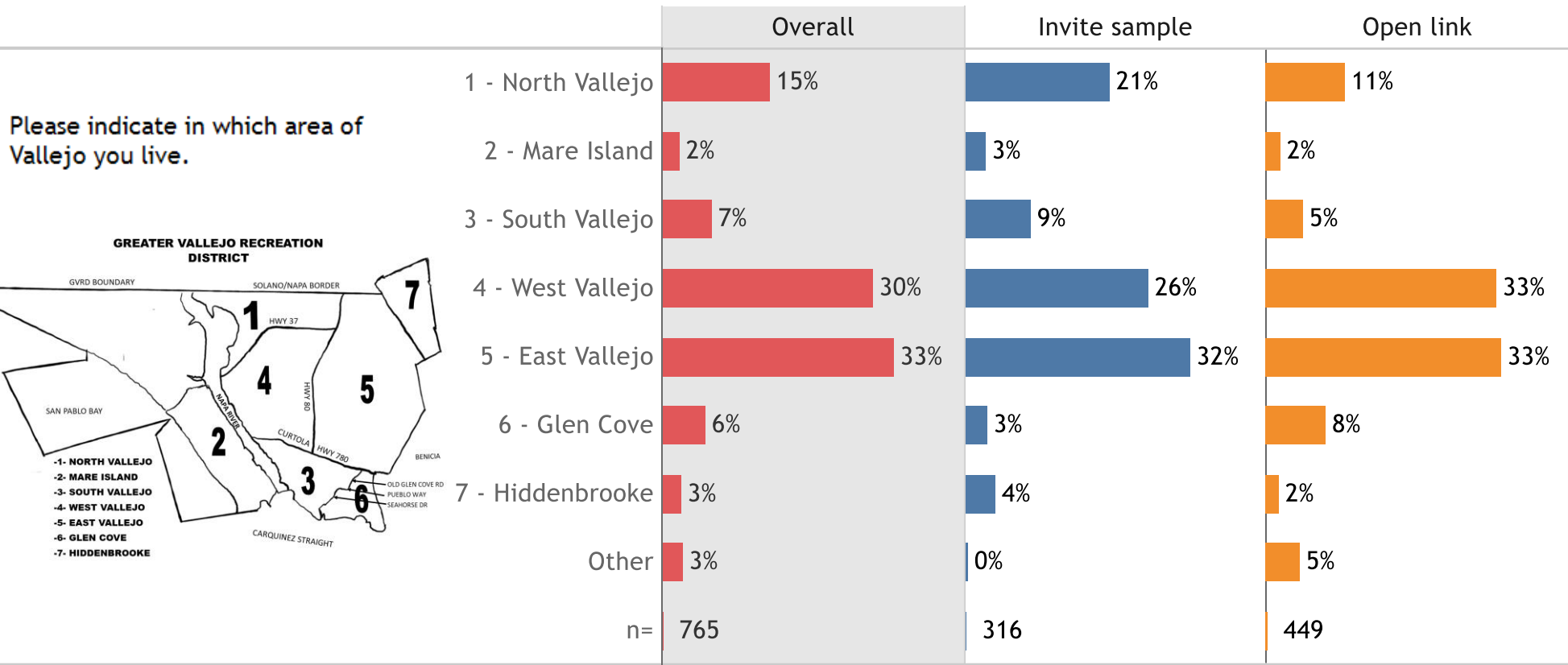
52% of respondents own a dog



Demographic Profile
(Invitation Sample)

The population areas within Vallejo have similar distribution for the invite and open link samples. The largest represented areas are East and West Vallejo, followed by North Vallejo. Survey results also closely match estimates of population and voters provided by GVRD within the district.

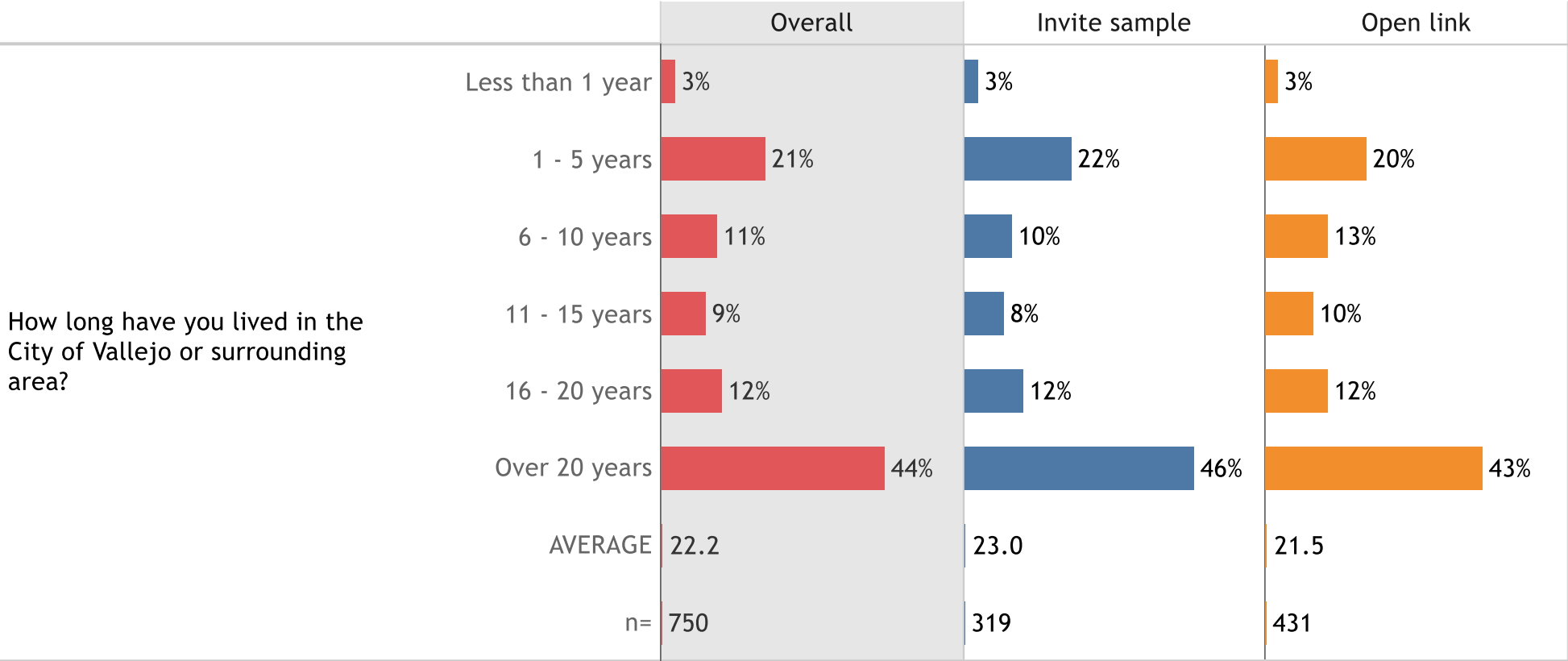
Greater Vallejo Recreation District Master Plan Survey Demographics



Demographic Profile

The largest share of invite respondents have lived in the City of Vallejo or surrounding area for over 20 years (46%), similar to the open link results (43%). The next largest segment are those who have lived in Vallejo for 5 years or less (25%). Average length of residency is 23.0 years for the invite sample and 21.5 years for open link respondents.

**Greater Vallejo Recreation District Master Plan Survey
Demographics**

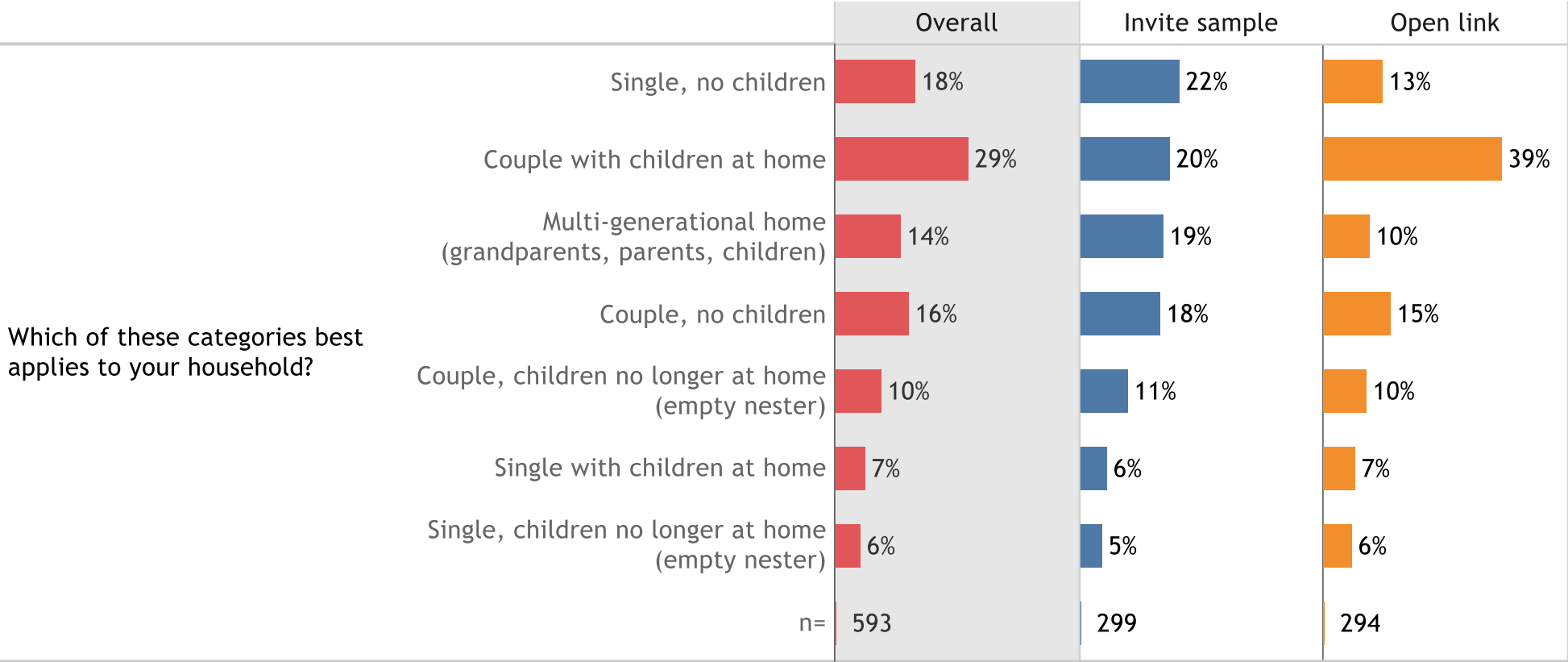


How long have you lived in the City of Vallejo or surrounding area?

Demographic Profile

Among invite respondents, 55% of households do not have children at home while 45% do. Open link responses have a larger percentage of households with children at home (56%).

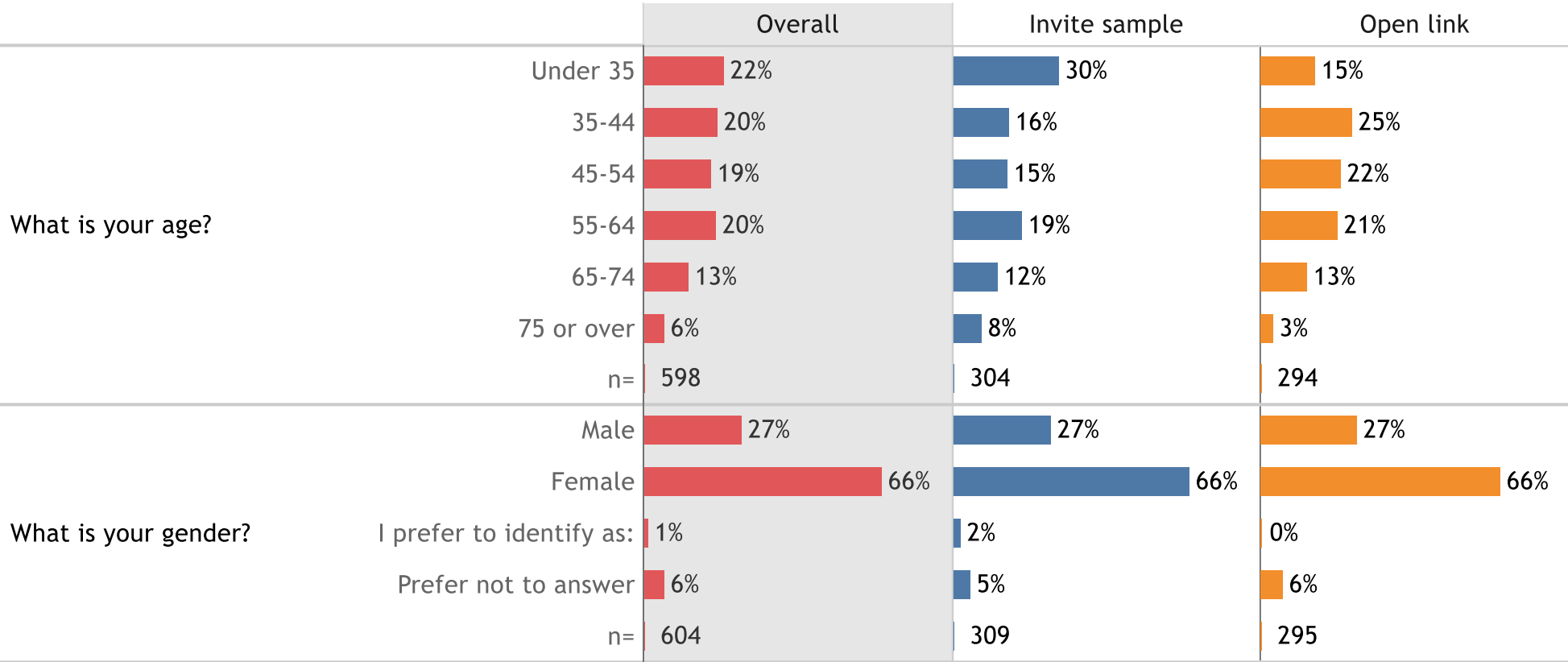
**Greater Vallejo Recreation District Master Plan Survey
Demographics**



Demographic Profile

Among invite respondents, a majority identified as female (66%), a finding commonly seen in survey research. Furthermore, age, a weighted variable, indicated those under 35 the largest age group represented (30%).

**Greater Vallejo Recreation District Master Plan Survey
Demographics**



Demographic Profile

Most invite respondents identify as “white” and “non-Hispanic, Latino or Spanish origin,” which aligns closely to U.S. Census Data for Vallejo. Fifty-three percent identify as “white”, followed by 23% Asian or Pacific Islander. Twenty-five percent are of Hispanic, Latino, or Spanish Origin (a weighted variable, aligning with U.S. Census Data).

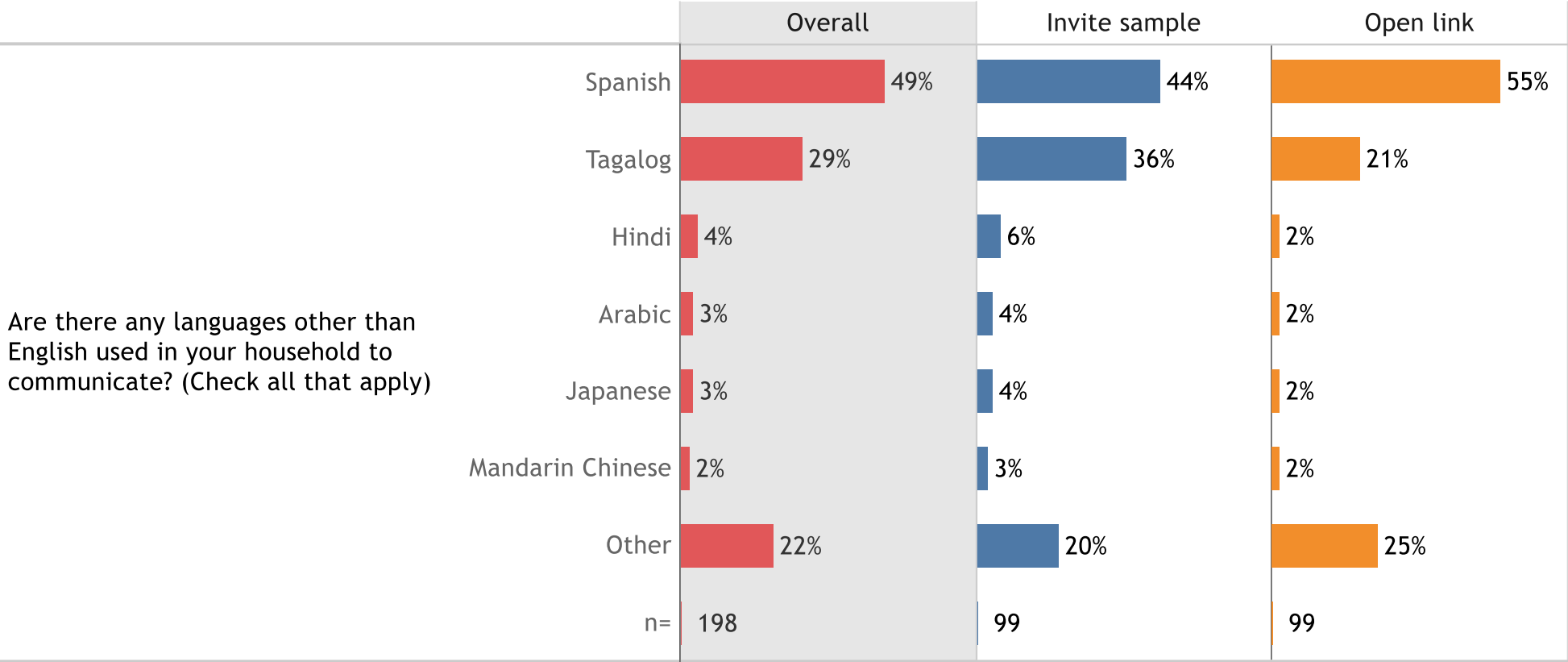
**Greater Vallejo Recreation District Master Plan Survey
Demographics**

		Overall	Invite sample	Open link
Are you of Hispanic, Latino or Spanish origin?	Yes	23%	25%	22%
	No	77%	75%	78%
	n=	581	290	291
What race do you consider yourself to be? (Check all that apply)	White	57%	53%	60%
	Some other race	20%	19%	21%
	Asian	19%	23%	15%
	Black or African American	14%	17%	11%
	Native Hawaiian and Other Pacific Islander	5%	4%	5%
	American Indian and Alaska Native	2%	1%	3%
	n=	563	282	281

Demographic Profile

Of those who speak languages other than English, nearly half speak Spanish in their households, followed by a third who speak Tagalog.

Greater Vallejo Recreation District Master Plan Survey
Demographics

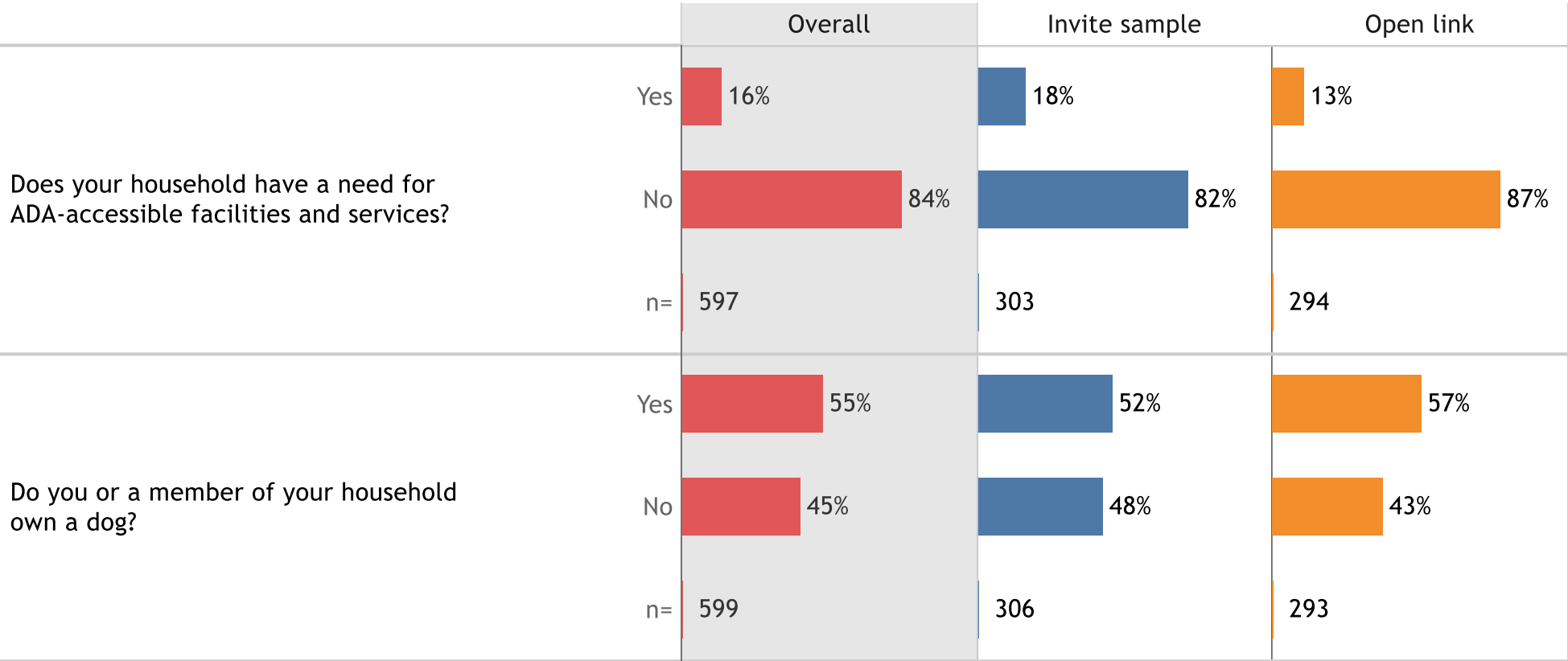


Are there any languages other than English used in your household to communicate? (Check all that apply)

Demographic Profile

About 18% of invite and 13% open link respondents have a need for ADA-accessible facilities and services. More than half (52%) of respondents own a dog.

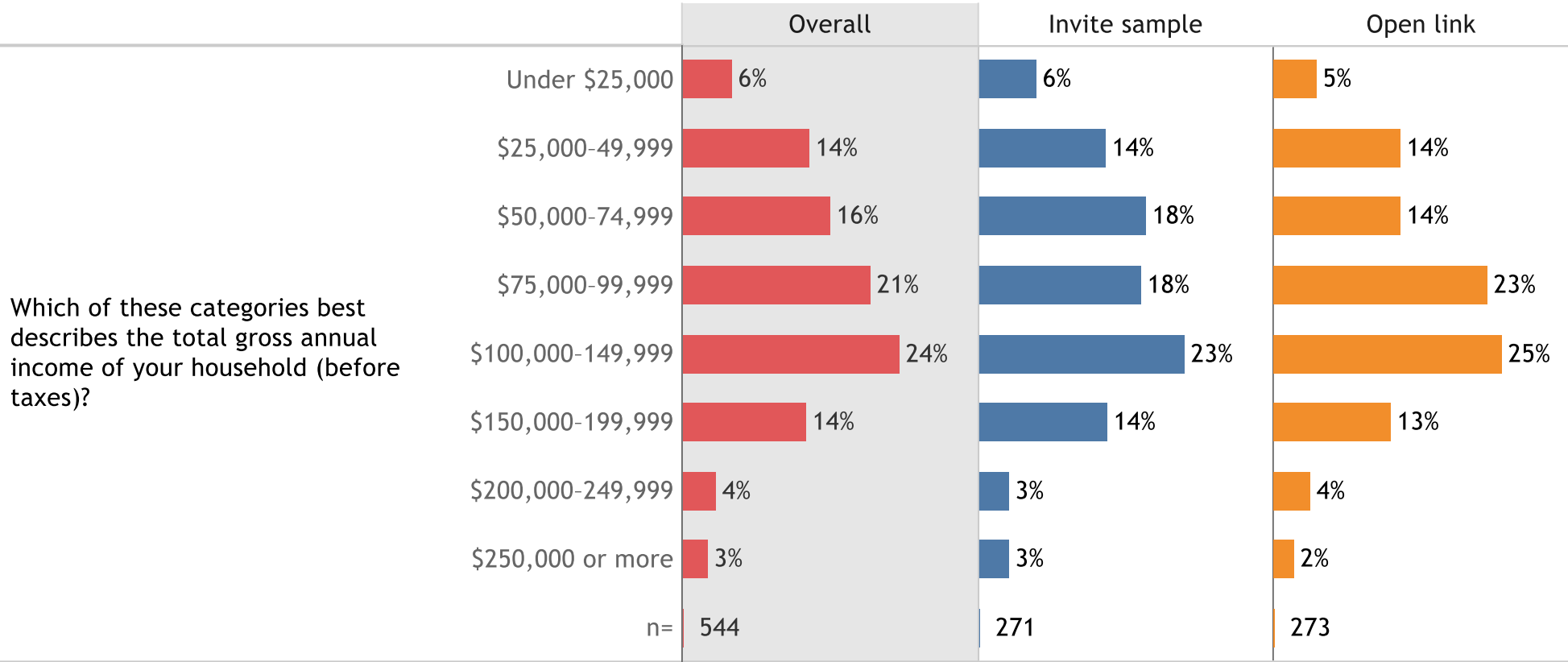
**Greater Vallejo Recreation District Master Plan Survey
Demographics**



**Demographic
Profile**

Approximately 41% of invite respondents have a household income between \$75,000-\$149,999. Open link respondents have a similar income profile to the invite sample.

**Greater Vallejo Recreation District Master Plan Survey
Demographics**



Which of these categories best describes the total gross annual income of your household (before taxes)?

Demographic Profile

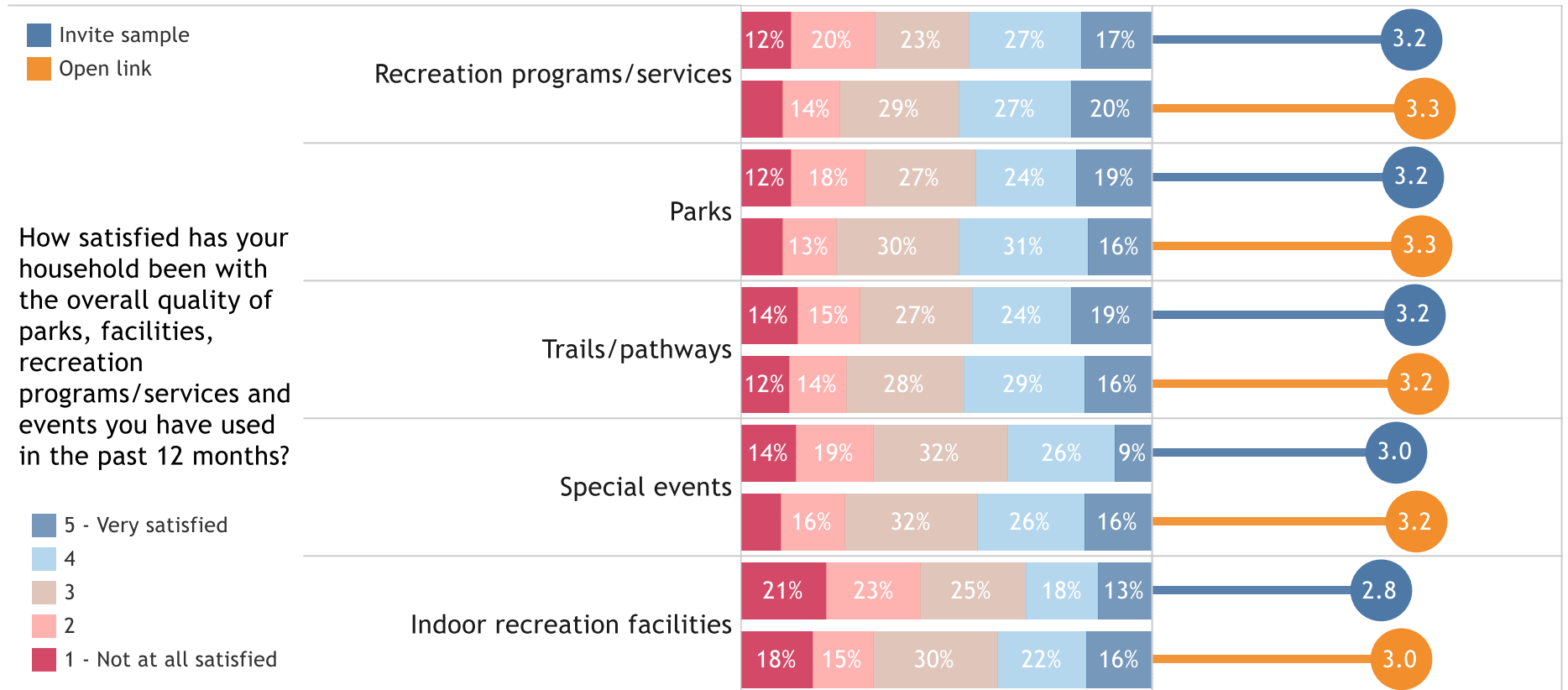
Satisfaction



Overall Satisfaction

When asked how satisfied households are with the overall quality of the parks and recreation offerings, most services rated at or just slightly above average. However, indoor recreation facilities rated below average satisfaction (2.8), with 44% of invite respondents rating a 1 or 2 on the 1 to 5 scale.

Greater Vallejo Recreation District Master Plan Survey Satisfaction



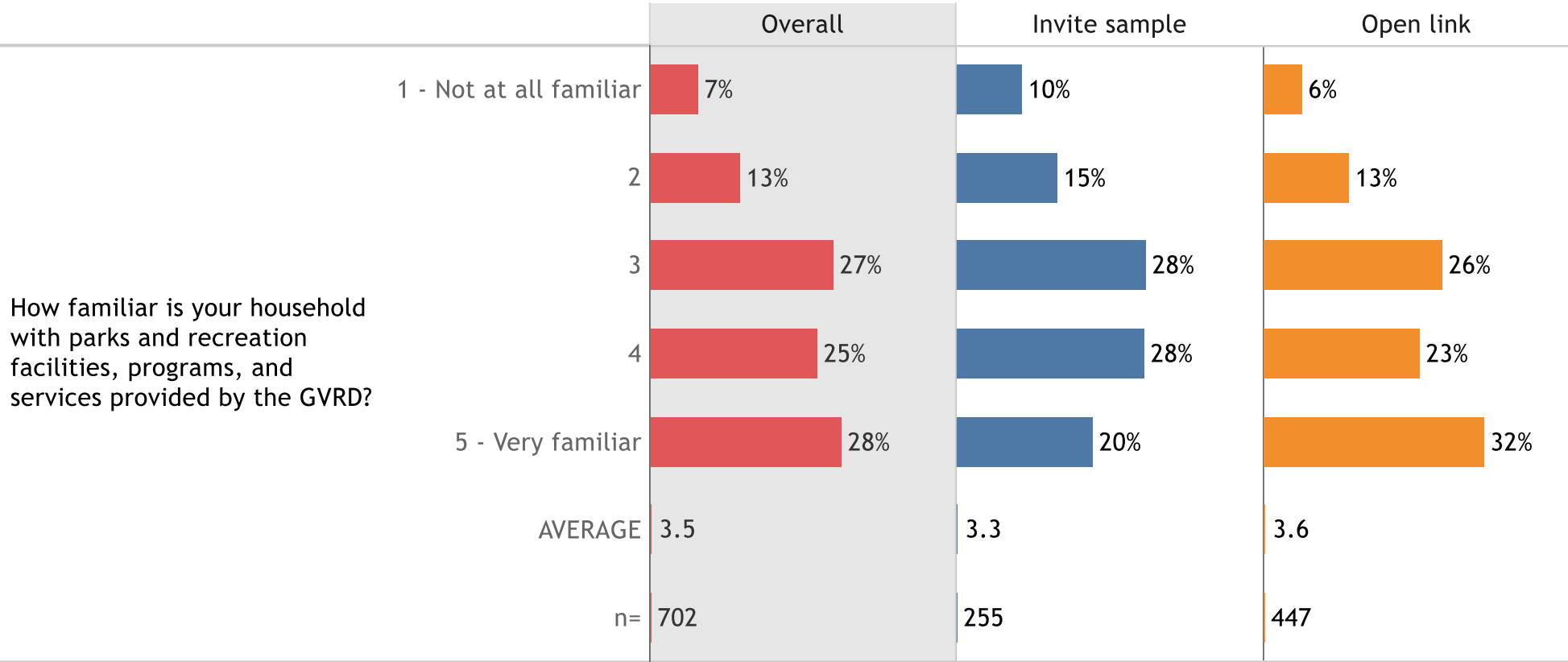
Current Usage



On a 5-point scale of familiarity with the GVRD parks and recreation offerings, the majority of residents are at least somewhat familiar. Approximately 76% of invitation respondents rated their familiarity as somewhat or very familiar (3 or higher). However, 25% of invite respondents are at least somewhat or not at all familiar (2 or less). Overall, there is some room to improve awareness.

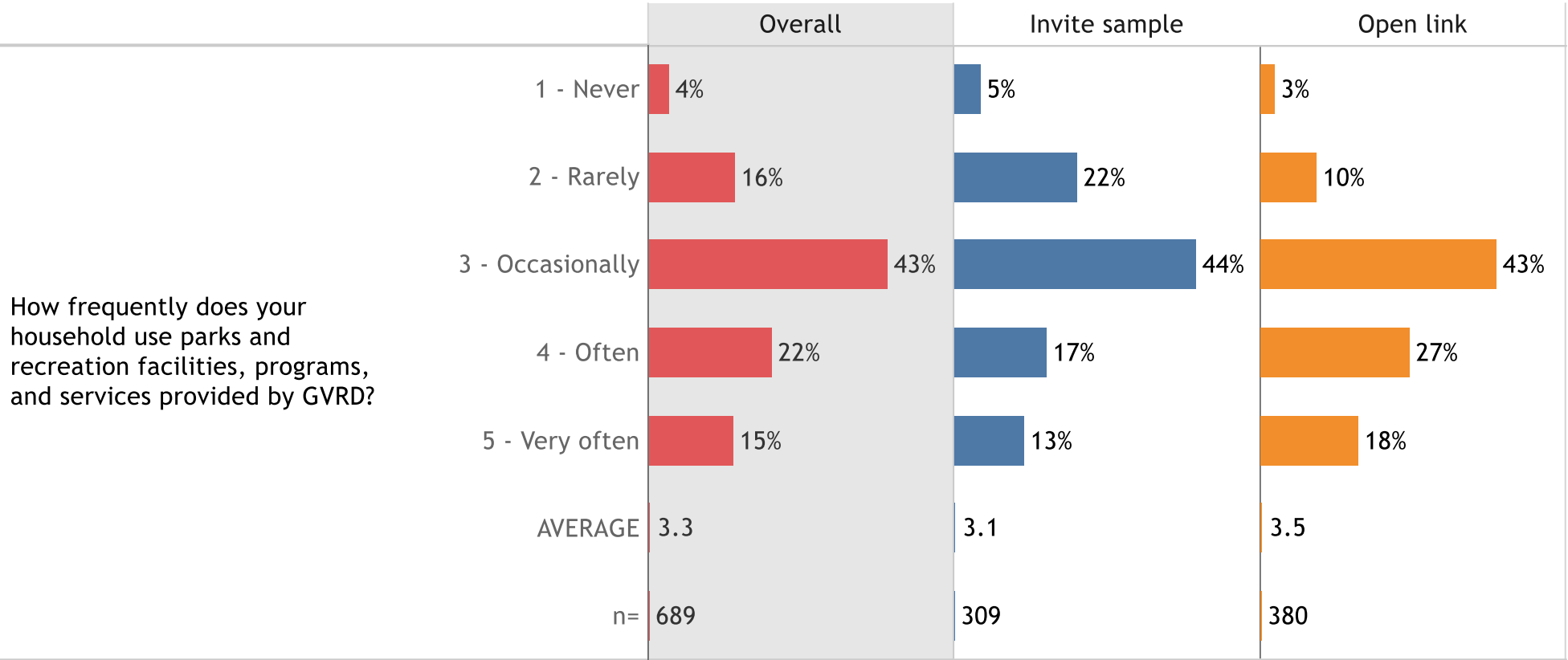
Greater Vallejo Recreation District Master Plan Survey
Introduction

**Familiarity
with Parks,
Facilities,
Programs, &
Services**



Respondents were asked how frequently they use GVRD parks and recreation facilities, services and programs; nearly three-quarters of the invite respondents indicate they use GVRD offerings occasionally or more often. Open link respondents have a higher frequency of use than invite respondents; 45% of open link respondents are frequent users.

Greater Vallejo Recreation District Master Plan Survey
Current Usage



Frequency of Usage

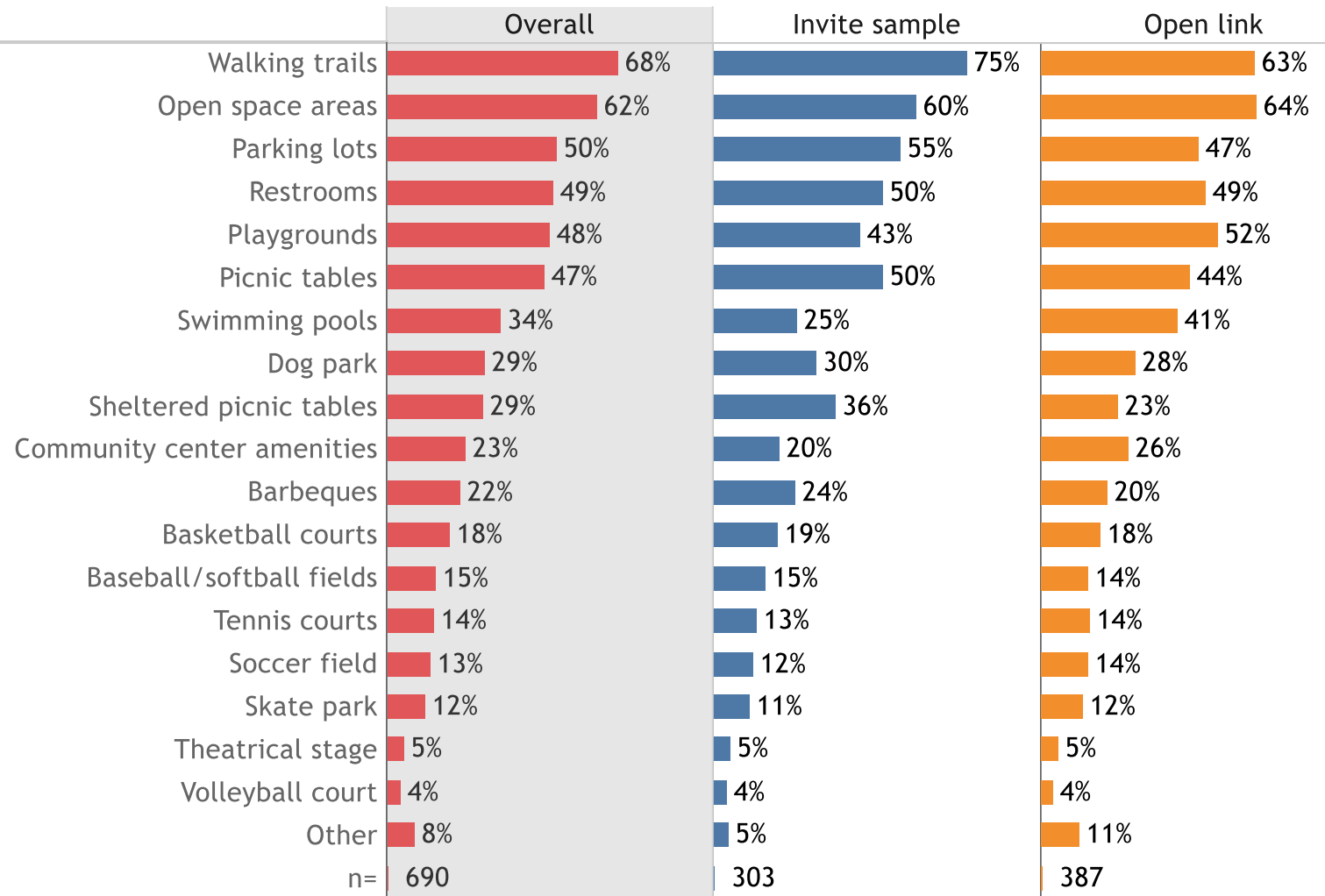
How frequently does your household use parks and recreation facilities, programs, and services provided by GVRD?

Walking trails and open space areas are the top two amenities used by the invite and open link samples.

Greater Vallejo Recreation District Master Plan Survey Current Usage

Amenity Usage

Which of the following amenities does your household use when visiting GVRD parks, community centers and/or recreation facilities? (Check all that apply)



In addition to usage, residents were asked how they typically access parks and recreation. Most use a motor vehicle to get to parks and recreation facilities offered by GVRD (92%), followed by 38% who walk/run and 17% who bike.

The preferred mode of transportation is a motor vehicle (79%).

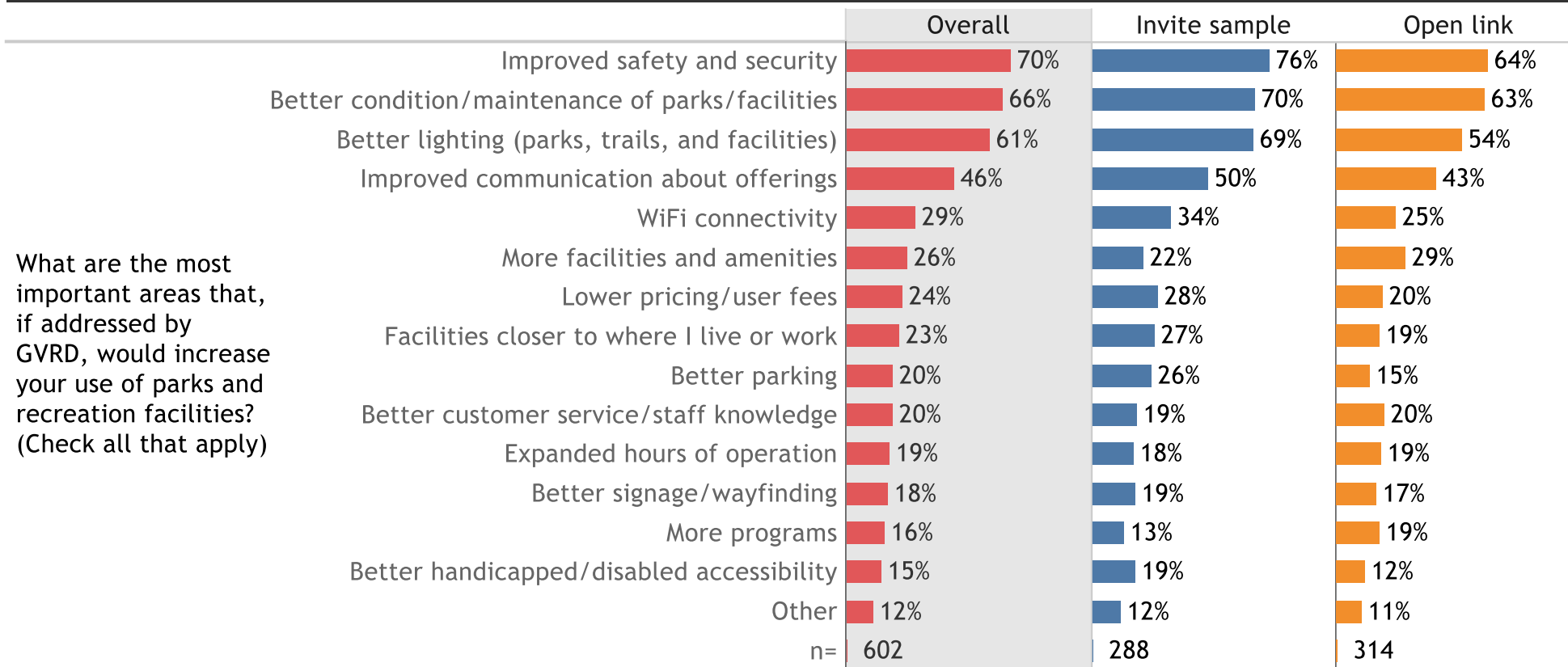
Greater Vallejo Recreation District Master Plan Survey
Current Usage

		Overall	Invite sample	Open link
When you and/or your household visit GVRD parks, community centers and/or recreation facilities, which mode(s) of transportation do you typically use? (Check all that apply)	Motor vehicle	92%	92%	92%
	Walking/Running	39%	38%	39%
	Bicycle	17%	17%	17%
	Public transportation	1%	2%	1%
	N/A - I don't use parks	3%	4%	2%
	Other	1%	0%	1%
	n=	707	317	390
What is your preferred mode of transportation?	Motor vehicle	78%	79%	77%
	Walking/Running	14%	14%	13%
	Bicycle	8%	6%	9%
	Public transportation	0%	0%	1%
	Other	0%	0%	0%
	n=	644	273	371

Mode of Transportation

For invite respondents, improved safety and security would increase the extent to which they use parks and recreation facilities the most (76%). Better condition/maintenance of parks/facilities (70%) and better lighting (69%) are other areas that, if improved, would increase participation. Open link respondents indicated the same top 3 areas of improvement to increase use.

Greater Vallejo Recreation District Master Plan Survey Current Conditions



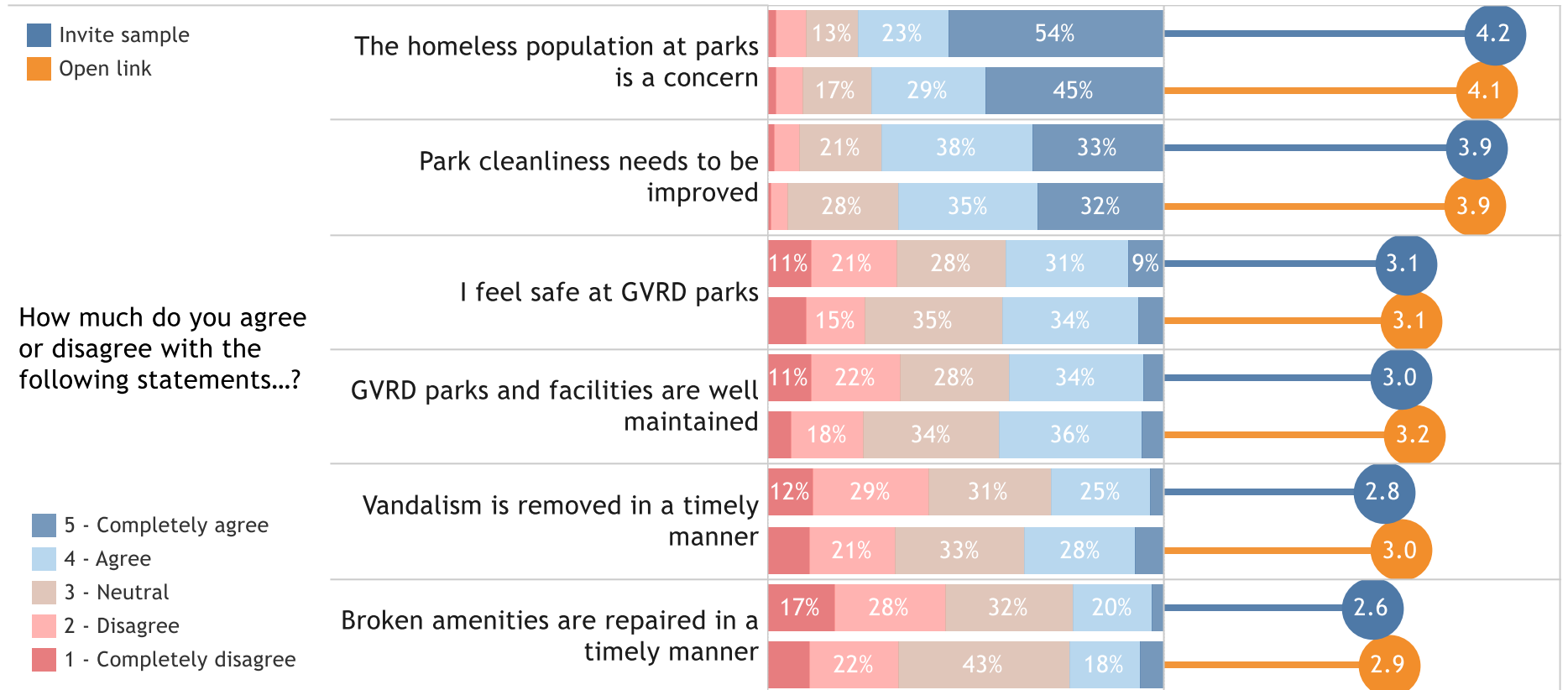
What are the most important areas that, if addressed by GVRD, would increase your use of parks and recreation facilities? (Check all that apply)

Increase Use

Current Usage

When asked how much respondents agree or disagree with a series of issues, homelessness at parks and park cleanliness rise to the top of concerns. 77% of invite respondents agree that homelessness at parks is a concern and 71% agree that park cleanliness needs to be improved.

Greater Vallejo Recreation District Master Plan Survey Current Usage



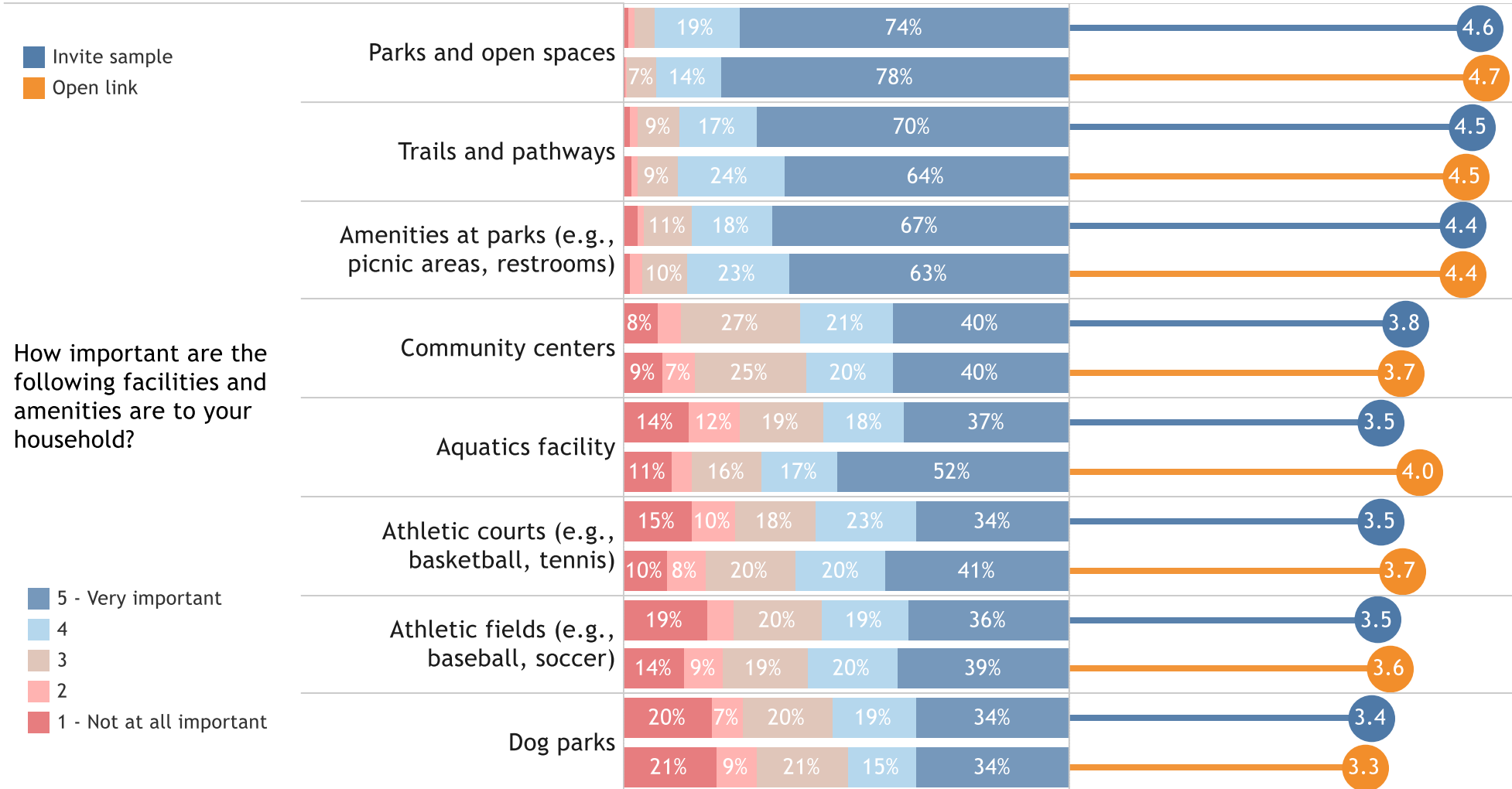
Current Conditions



Importance of Current Facilities and Amenities

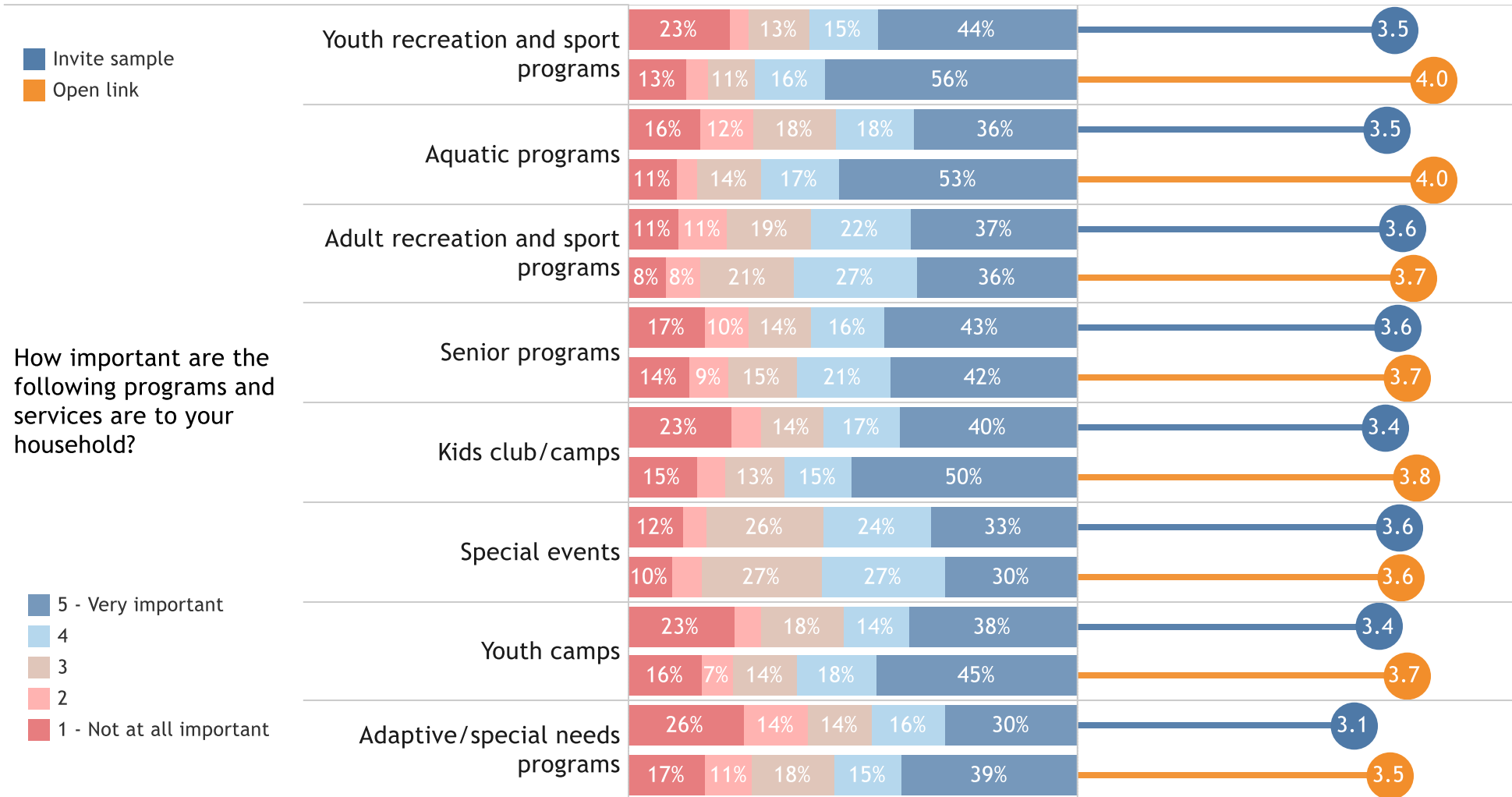
Invite respondents rated parks and open spaces (4.6), trails and pathways (4.5), and amenities at parks (4.4) as most important facilities and amenities to their household.

Greater Vallejo Recreation District Master Plan Survey Current Conditions



Invite respondents rated adult recreation/sport programs (3.6), senior programs (3.6), and special events (3.6) as most important programs and services to their household.

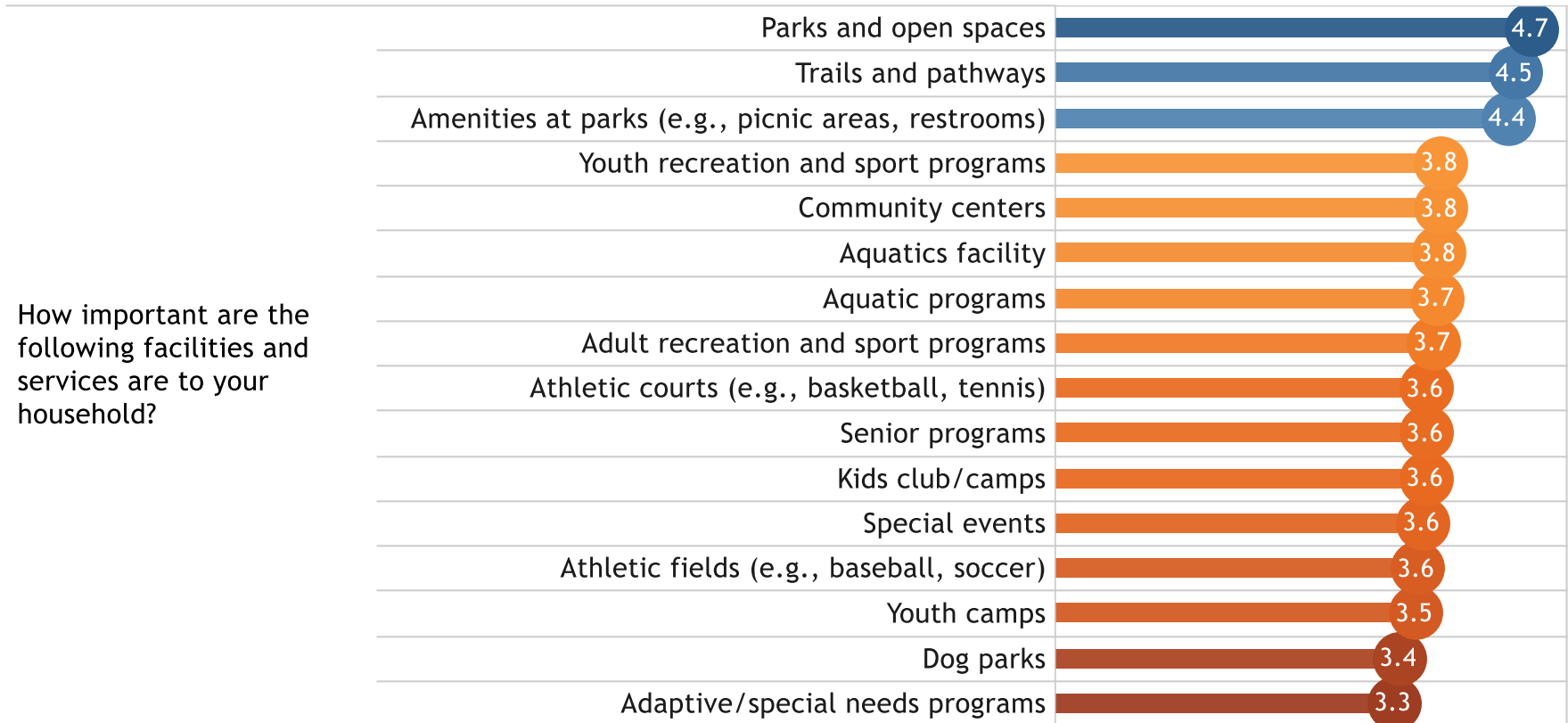
Greater Vallejo Recreation District Master Plan Survey Current Conditions



Importance of Current Programs and Services

When combining facilities and services, the total sample (invite and open link) rated parks and open spaces (4.7), trails and pathways (4.5), and amenities at parks (4.4) as most important to their household. The top program for the total sample is youth recreation and sports programs (3.8).

Greater Vallejo Recreation District Master Plan Survey Current Conditions



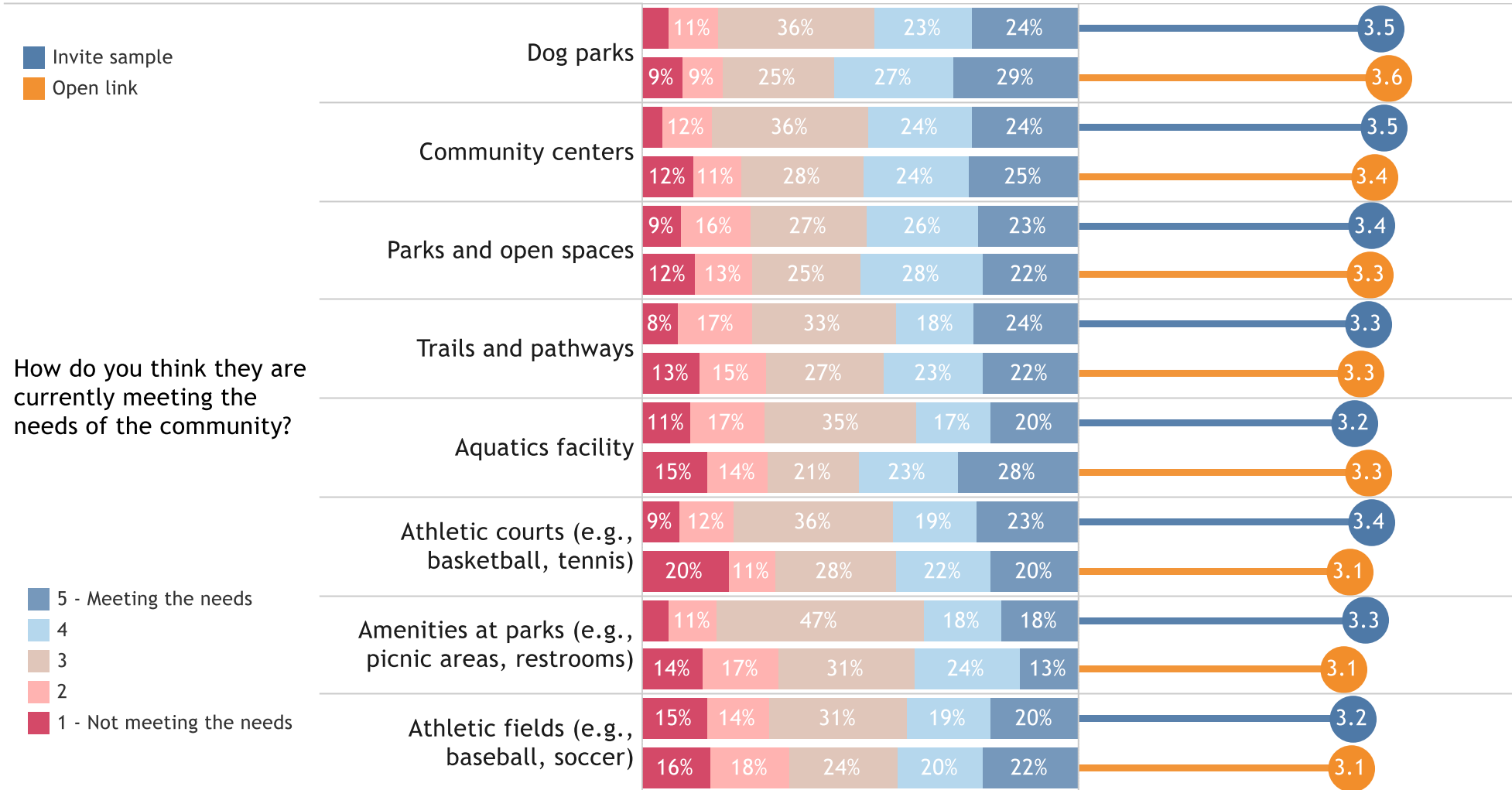
How important are the following facilities and services are to your household?

Importance of Current Facilities and Services *(Total Sample)*

Needs Met of Current Facilities and Amenities

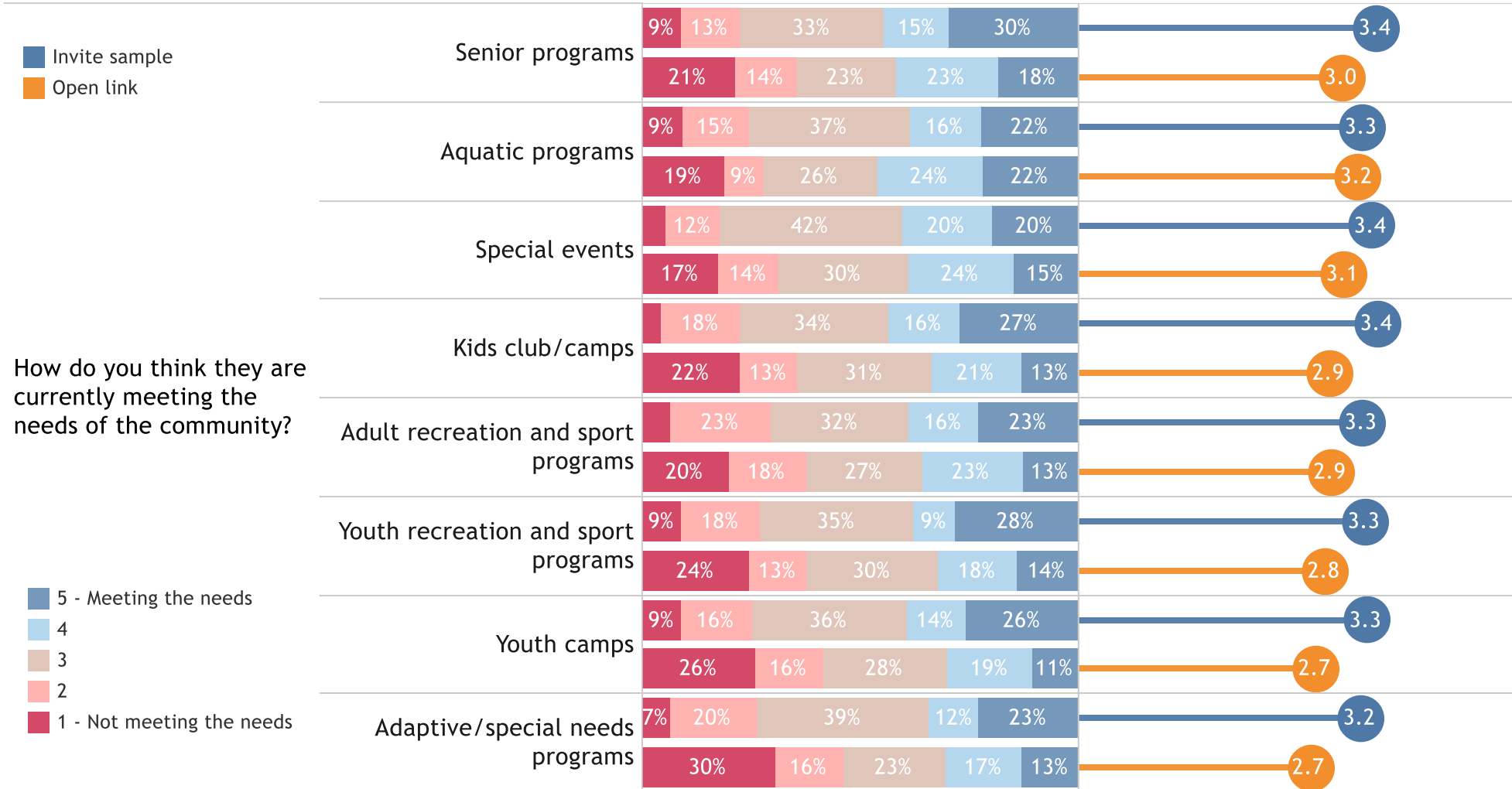
When asked how well these facilities/amenities are meeting the needs of the community, dog parks and community centers were the top two that are meeting the needs the best (although room for improvement still exists).

Greater Vallejo Recreation District Master Plan Survey Current Conditions



When asked how well these programs and services are meeting the needs of the community, senior programs, kids club/camps, and special events were the top three among the invite sample.

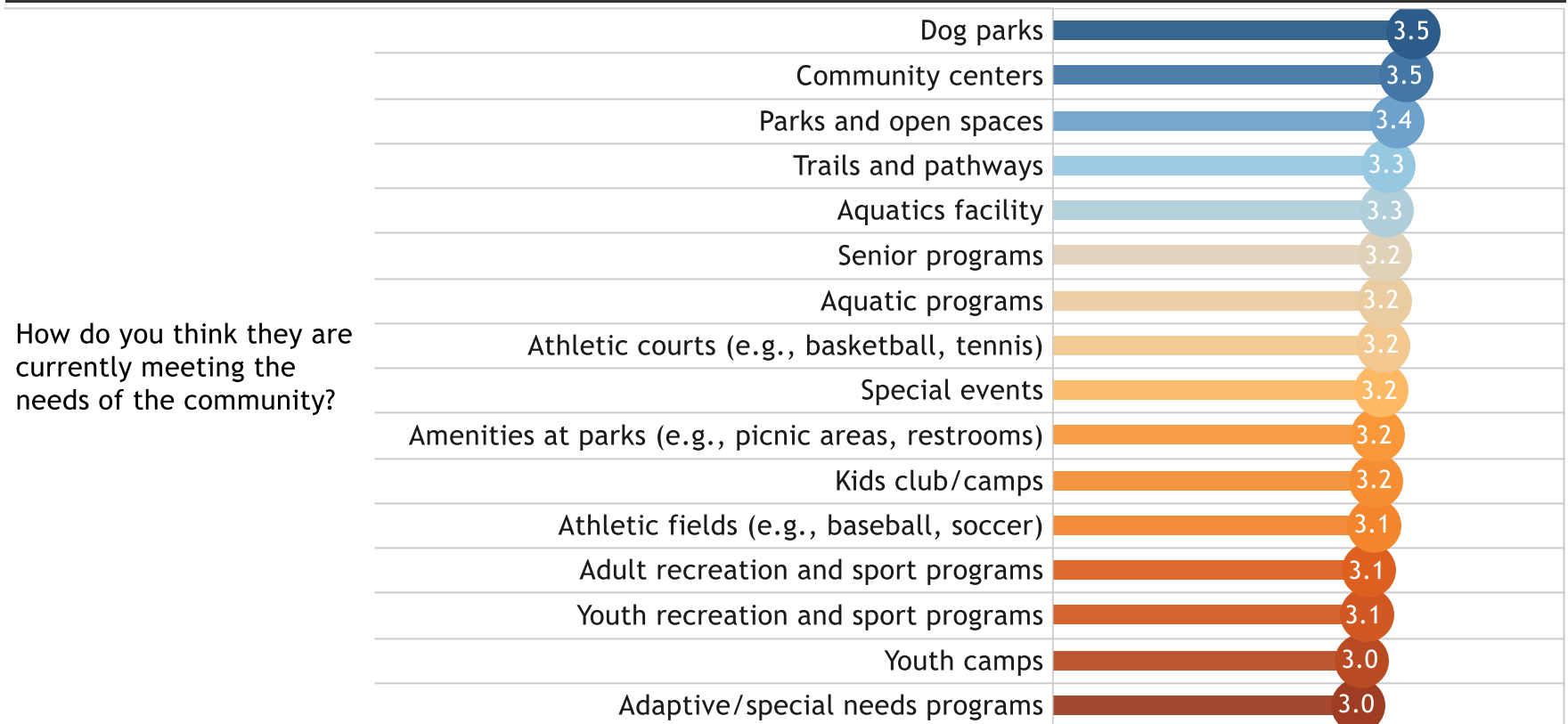
Greater Vallejo Recreation District Master Plan Survey Current Conditions



Needs Met of Current Programs and Services

When combining facilities and services, the total sample (invite and open link) rated dog parks (3.5), community centers (3.5), and parks and open spaces (3.4) as meeting the needs of the community the best.

Greater Vallejo Recreation District Master Plan Survey Current Conditions



How do you think they are currently meeting the needs of the community?

Needs Met of Current Facilities and Services (Total Sample)

Importance-Performance Matrix

**High importance/
Low needs met**

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

**High importance/
High needs met**

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

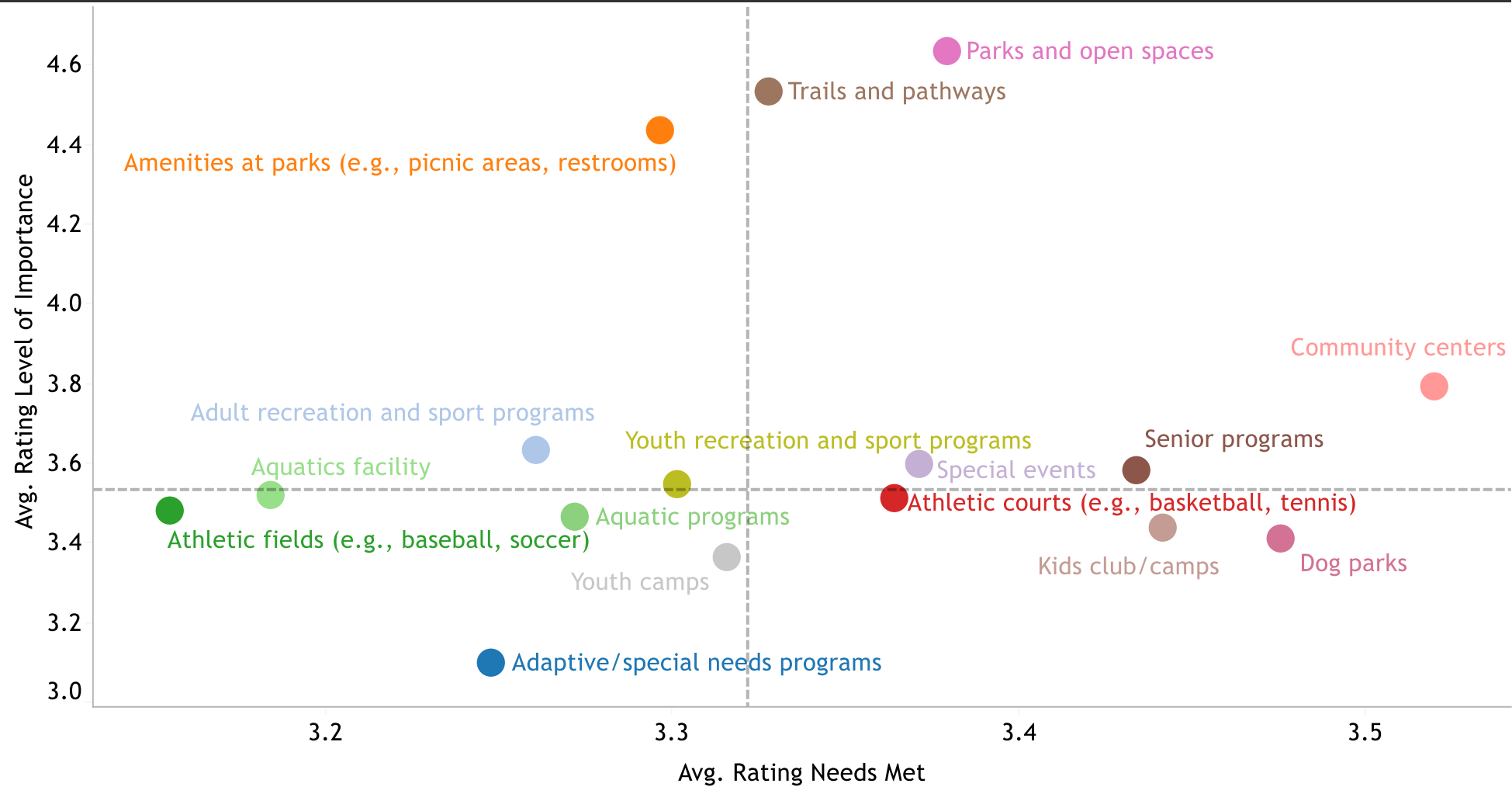
**Low importance/
Low needs met**

These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

**Low importance/
High needs met**

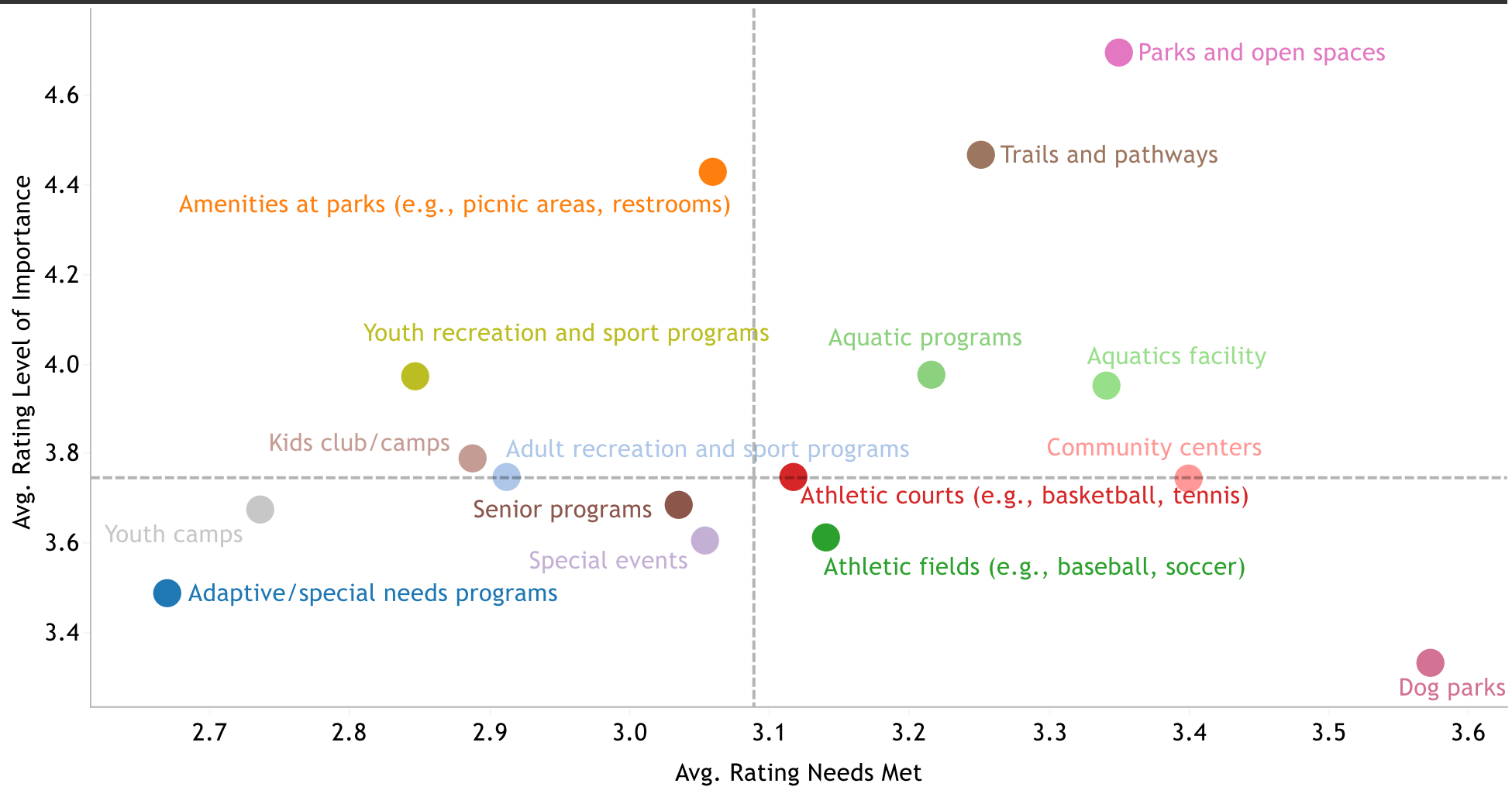
Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

Greater Vallejo Recreation District Master Plan Survey
 Level of Importance vs. Needs Met (Invite Sample)



**Importance-
 Performance
 Matrix**
(Invite)

Greater Vallejo Recreation District Master Plan Survey
 Level of Importance vs. Needs Met (Open Link Sample)



**Importance-
 Performance
 Matrix**
(Open Link)

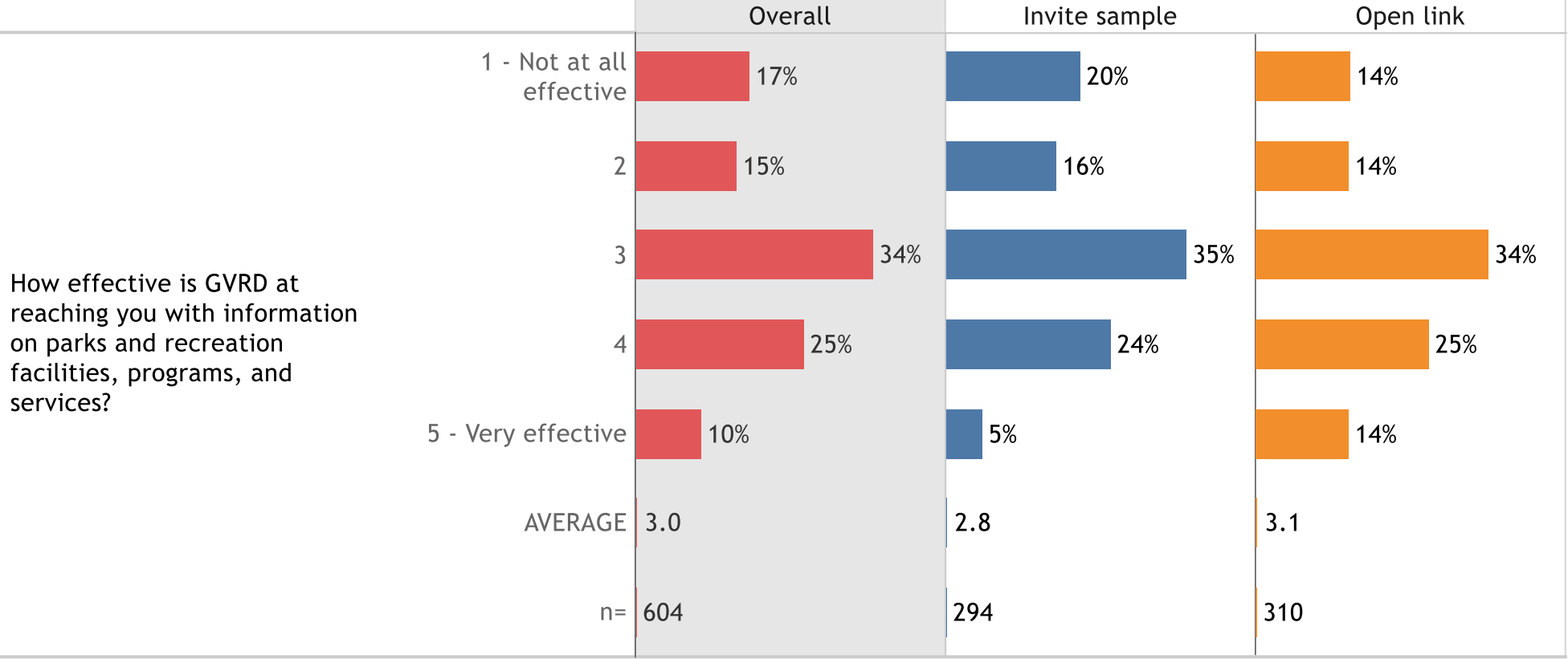
Communication



Communication Effectiveness

Respondents were asked to rate how effective GVRD is at reaching them with information about parks and recreation facilities, programs, and services. For invitation respondents, 29% rated the city’s effectiveness as a 4 or 5 and 36% rated effectiveness less than 3. Room for improvement exists to better leverage communication efforts and information dissemination about parks and recreation facilities and services to further create awareness and drive visitation.

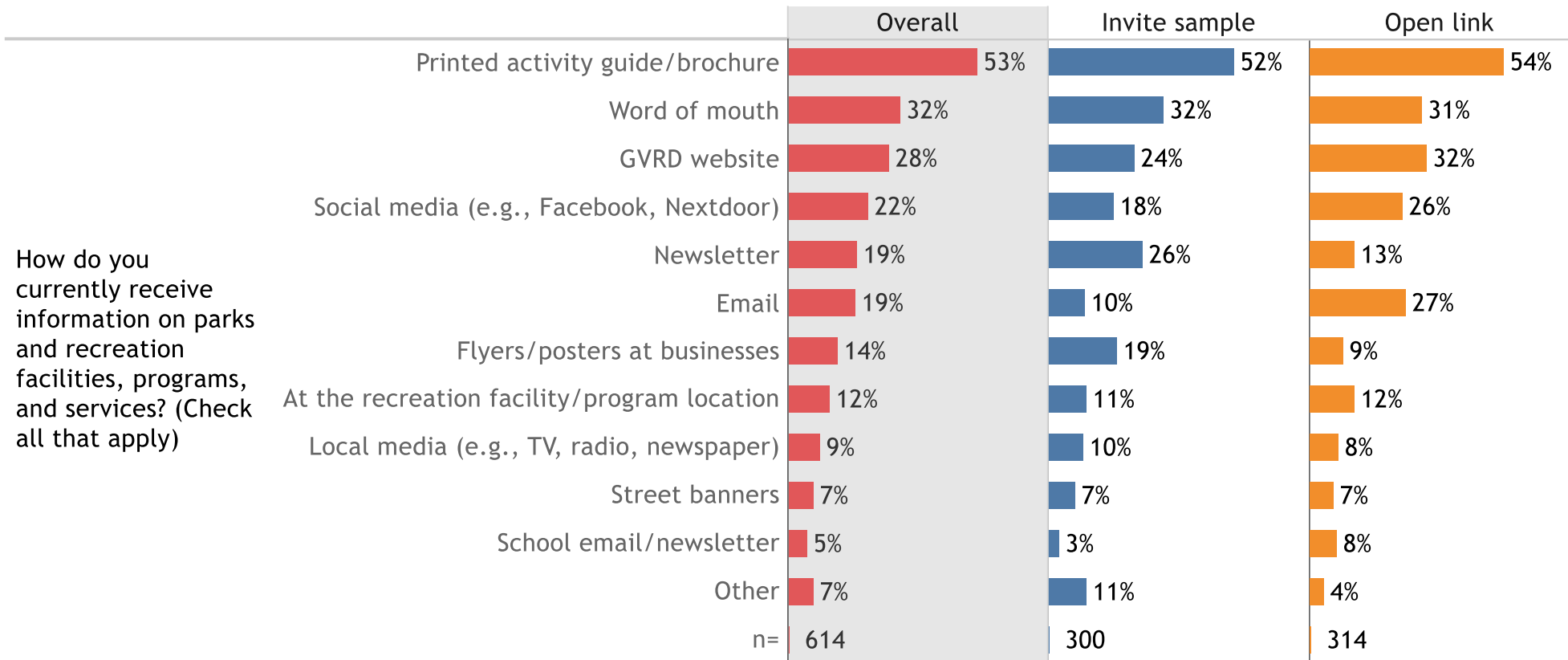
Greater Vallejo Recreation District Master Plan Survey Communication



Communication

The invitation sample receives information about parks and recreation offerings through the printed activity guide/brochure the most (52%), followed by word of mouth (32%) and the newsletter (26%). The open link sample receives information from the printed activity guide (54%), GVRD website (32%) and word of mouth (31%).

Greater Vallejo Recreation District Master Plan Survey Communication



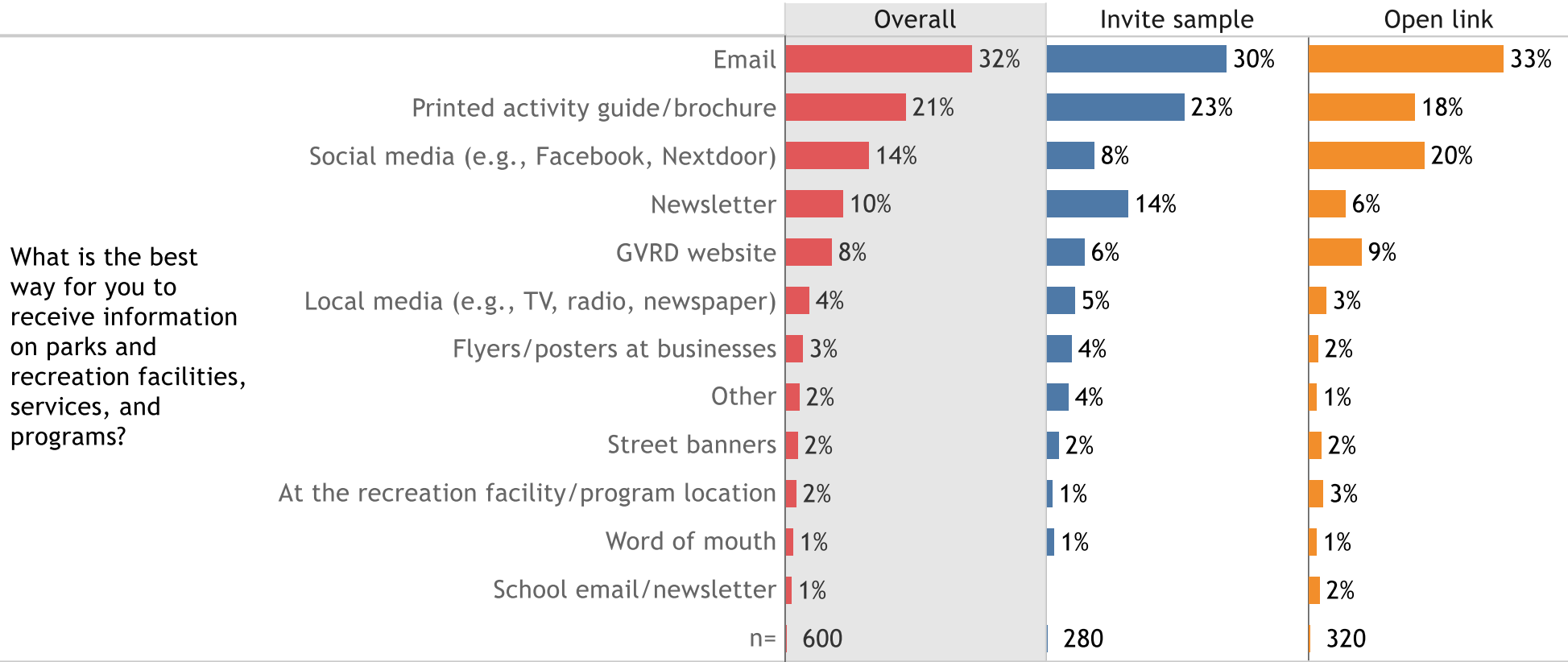
**Current
Communication
Method**
*(Invitation Sample
Only)*

	Printed activity guide/brochure	52%
	Word of mouth	32%
	Newsletter	26%
	GVRD Website	24%

The most preferred method to receive information among both invitation and open link samples is email, by 30% and 33% respectively. Invite respondents put more emphasis on the printed activity guide and newsletter. Open link respondents have a higher preference for social media. Results demonstrate the need to maintain diversify in communication methods and outreach.

**Greater Vallejo Recreation District Master Plan Survey
Communication**

**Best
Communication
Method**



What is the best way for you to receive information on parks and recreation facilities, services, and programs?

The most preferred method to receive information by age group, shows that those aged under 55 put more emphasis on email than those aged 55 and older. And those aged over 55 put more emphasis on the printed activity guide than those aged under 55. These results could help target age groups with marketing based on communication method.

**Greater Vallejo Recreation District Master Plan Survey
Communication**

**Best
Communication
Method**
(by age group)

	Overall	Under 35	35-44	45-54	55-64	65-74	75 or over
Email	32%	42%	35%	33%	24%	22%	21%
Printed activity guide/brochure	21%	13%	21%	16%	28%	27%	26%
Social media (e.g., Facebook, Nextdoor)	14%	20%	10%	16%	16%	9%	
Newsletter	10%	7%	8%	7%	13%	11%	28%
GVRD website	8%	4%	10%	13%	4%	10%	6%
Local media (e.g., TV, radio, newspaper)	4%	1%	1%	4%	6%	8%	12%
Flyers/posters at businesses	3%	5%	2%	1%	3%	4%	4%
Other	2%	1%	4%	2%	3%	3%	2%
Street banners	2%	3%	3%	4%		1%	
At the recreation facility/program location	2%	3%	1%	1%	2%	1%	
Word of mouth	1%		3%	2%	0%	3%	
School email/newsletter	1%	1%	3%	1%			
n=	600	69	102	106	135	113	38

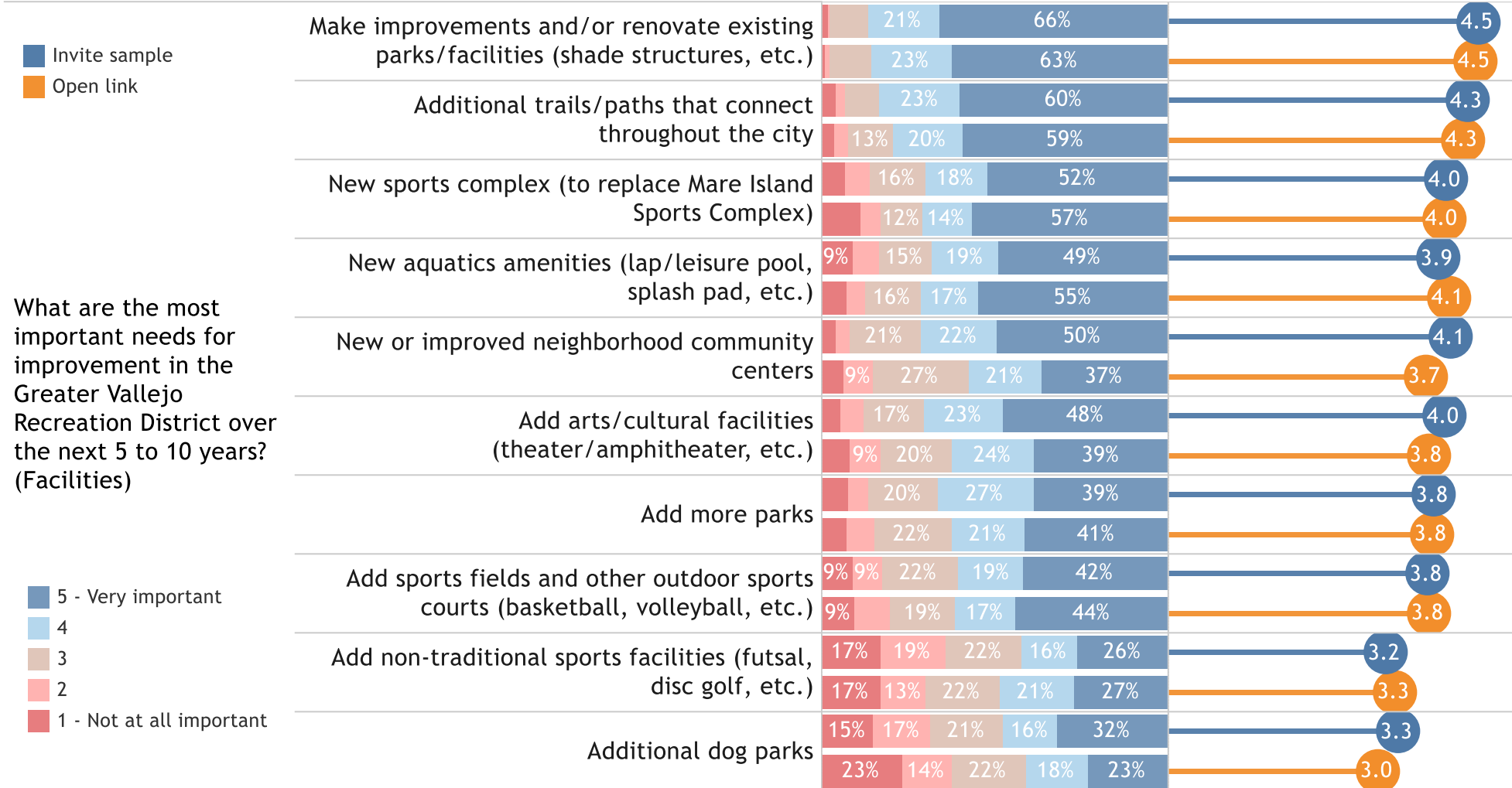
Future Facilities, Amenities, and Services



Future Needs: Facilities

In terms of future needs for facilities over the next 5 to 10 years, the invitation sample rated making improvements/renovations to existing facilities at 4.5 and 66% “very important.” Trails follow at 4.3.

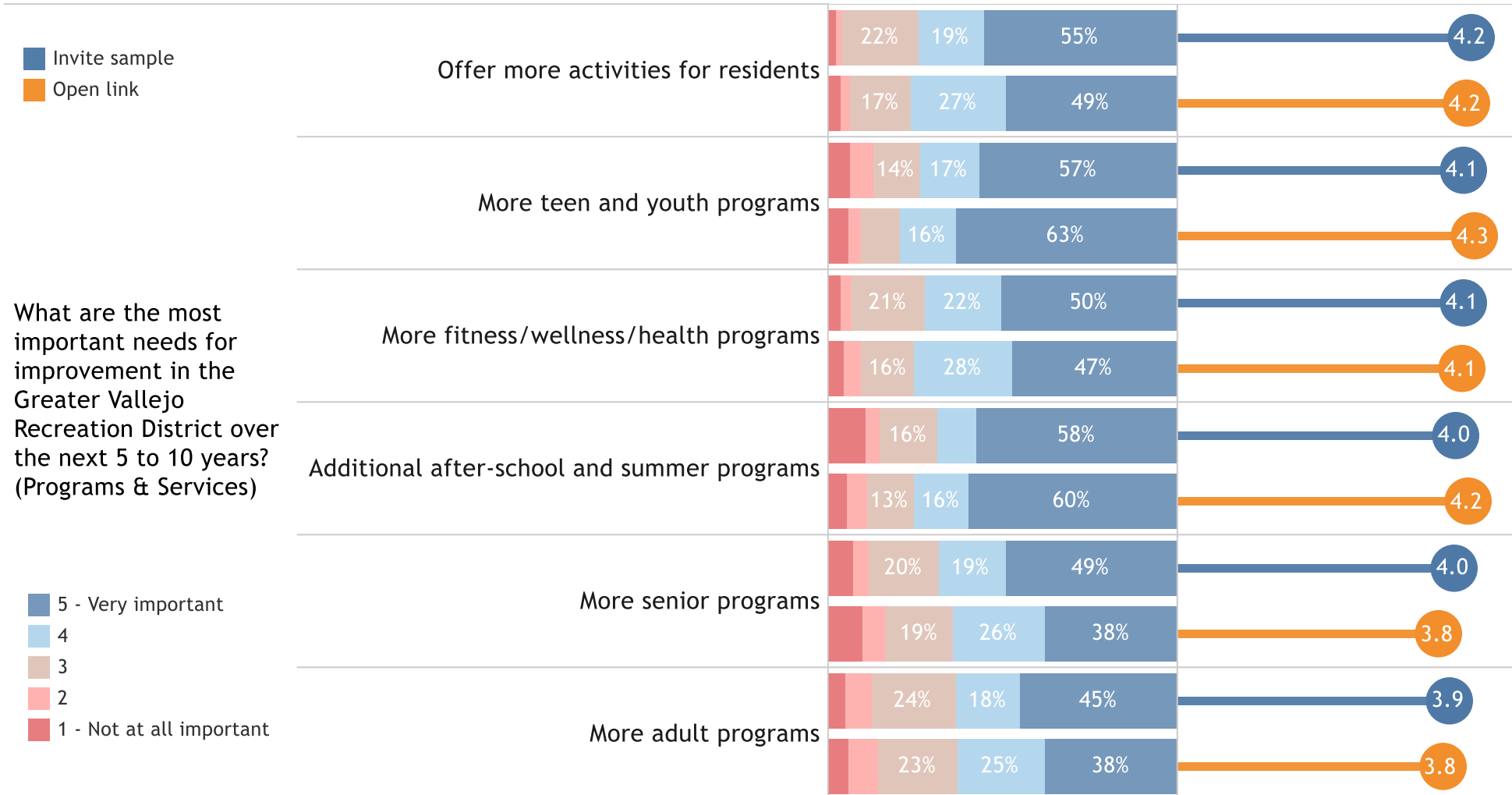
Greater Vallejo Recreation District Master Plan Survey Future Facilities, Amenities, and Programs



Future Needs: Programs & Services

In terms of future needs for programs/services over the next 5 to 10 years, the invitation sample rated offering more activities for residents at 4.2 and 55% “very important.”

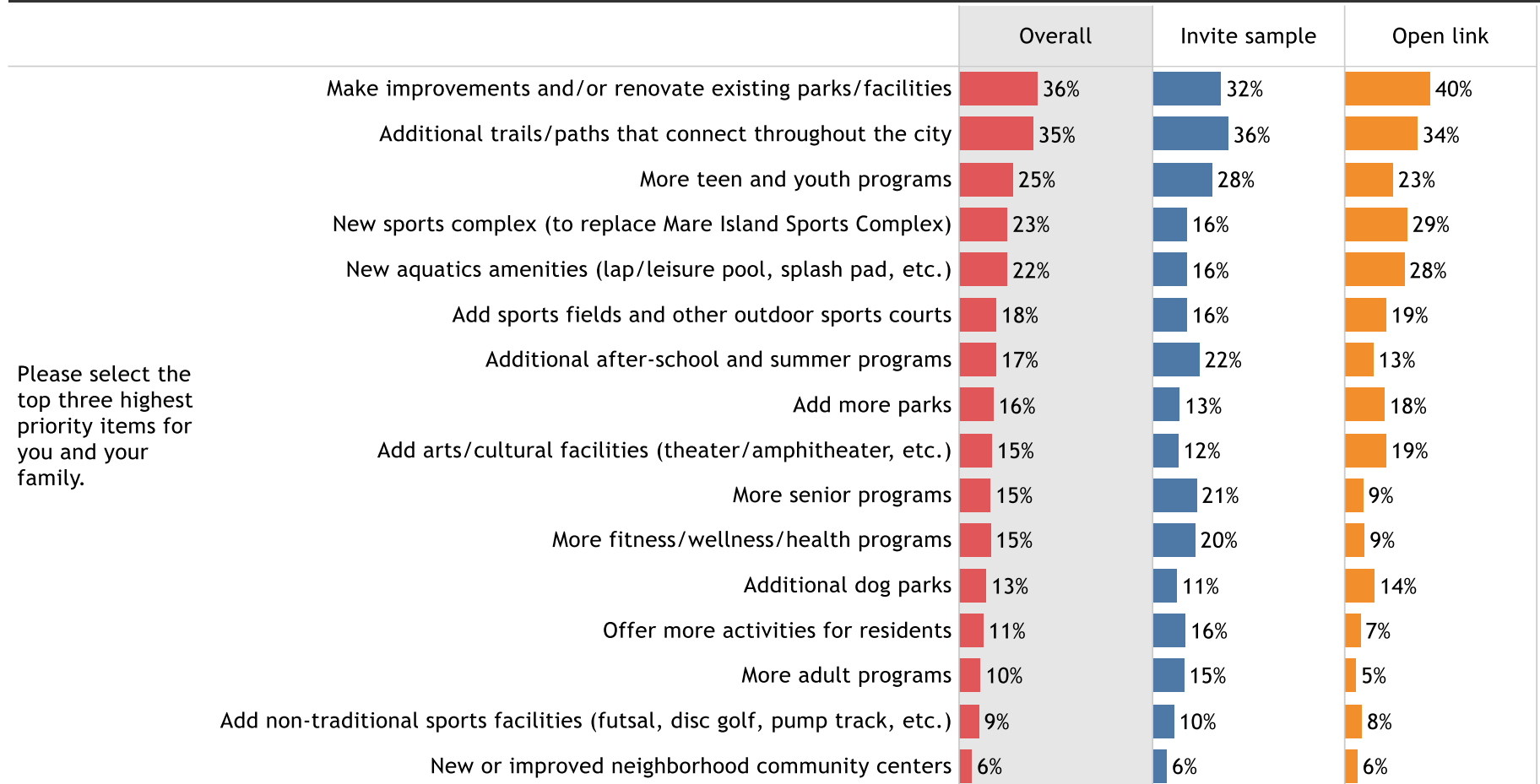
Greater Vallejo Recreation District Master Plan Survey Future Facilities, Amenities, and Programs



Top 3 Future Needs

When asked to select the top three highest priorities, invite and open link differ a bit. The invite sample puts their top priority on additional trails/paths (36%), followed by improvements/renovations at existing parks/facilities (32%), and more teen/youth programs (28%). The open link sample places highest priority on improvements/renovations at existing parks/facilities (40%), followed by additional trails/paths (34%), new sports complex (29%), and new aquatics amenities (28%).

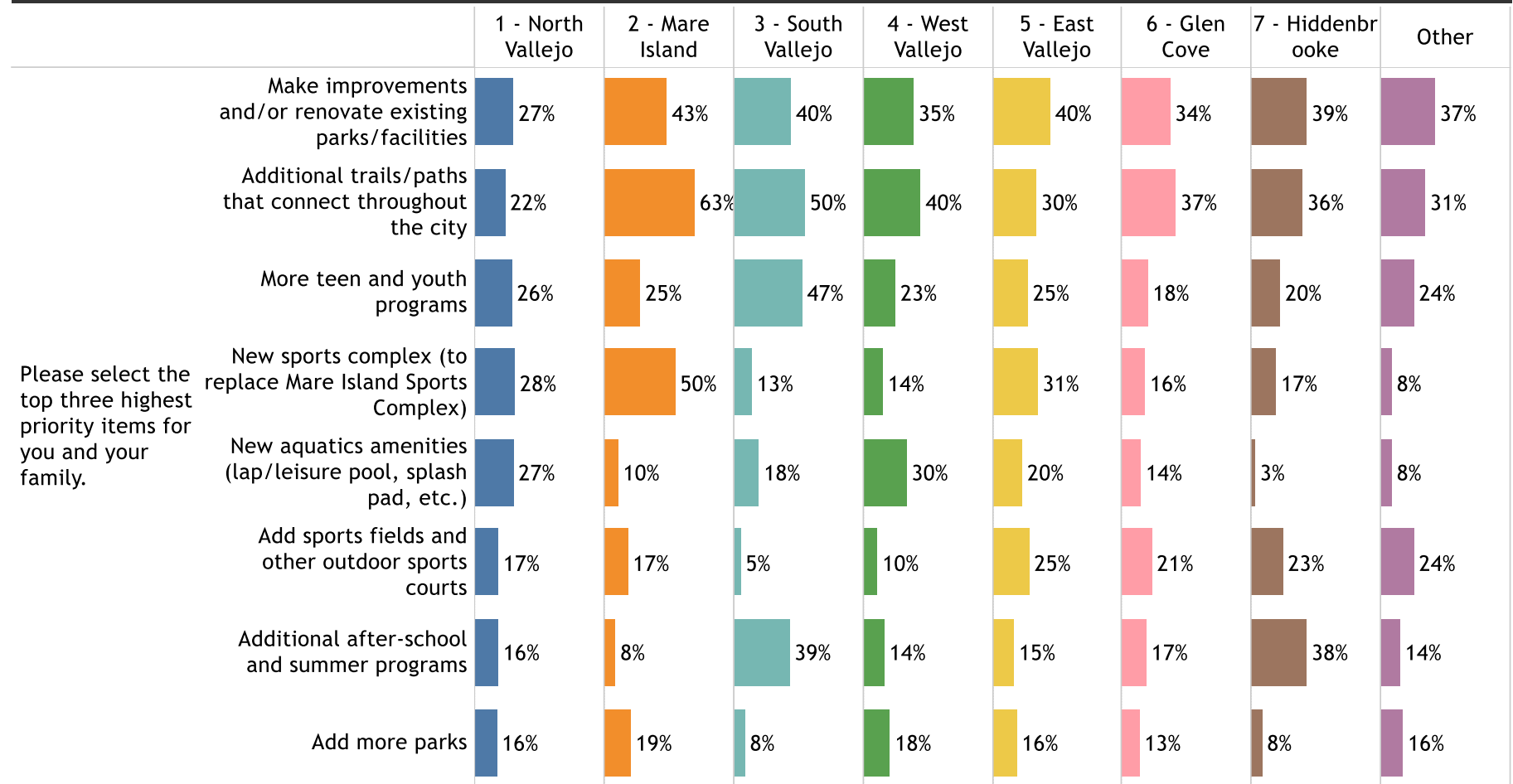
Greater Vallejo Recreation District Master Plan Survey
Top 3 "Future Facilities, Amenities, and Programs" Combined



Please select the top three highest priority items for you and your family.

Top priorities over the next 5-10 years by home area also highlights different future needs based on home location. Mare Island, South Vallejo, West Vallejo and Glen Cove put highest priority on additional trails/paths that connect throughout the city. East Vallejo and Hiddenbroke top priority is to make improvements and/or renovate existing parks/facilities. East Vallejo and Hiddenbroke top priority is to make improvements and/or renovate existing parks/facilities.

Greater Vallejo Recreation District Master Plan Survey
 Top 3 "Future Facilities, Amenities, and Programs" Combined



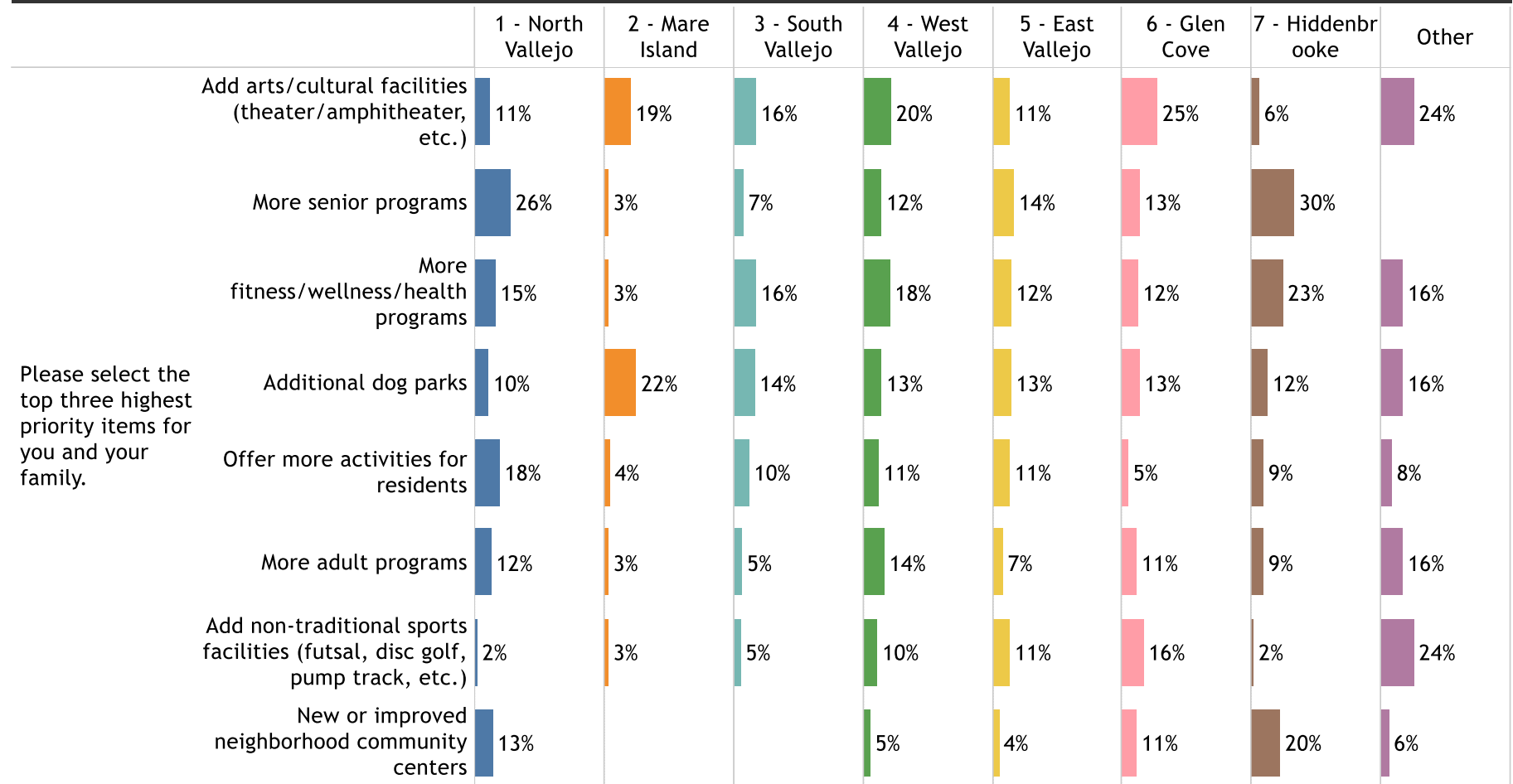
Please select the top three highest priority items for you and your family.

Top 3 Future Needs

(by home area)

Top priorities by home area. List continued.

Greater Vallejo Recreation District Master Plan Survey
 Top 3 "Future Facilities, Amenities, and Programs" Combined



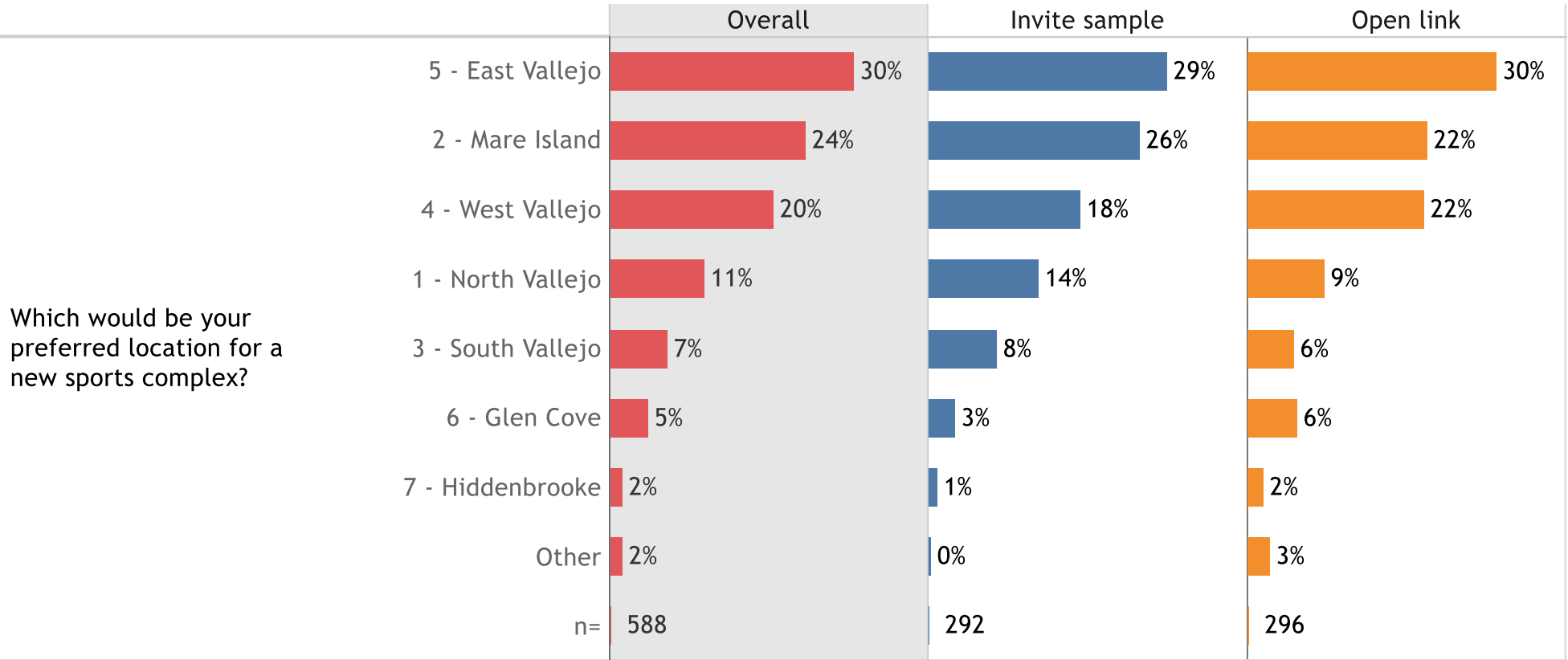
Top 3 Future Needs
(by home area)

Please select the top three highest priority items for you and your family.

The preferred location of a new sports complex among both invitation and open link samples is East Vallejo, followed by Mare Island and West Vallejo.

Location for New Sports Complex

Greater Vallejo Recreation District Master Plan Survey
Future Facilities, Amenities, and Programs

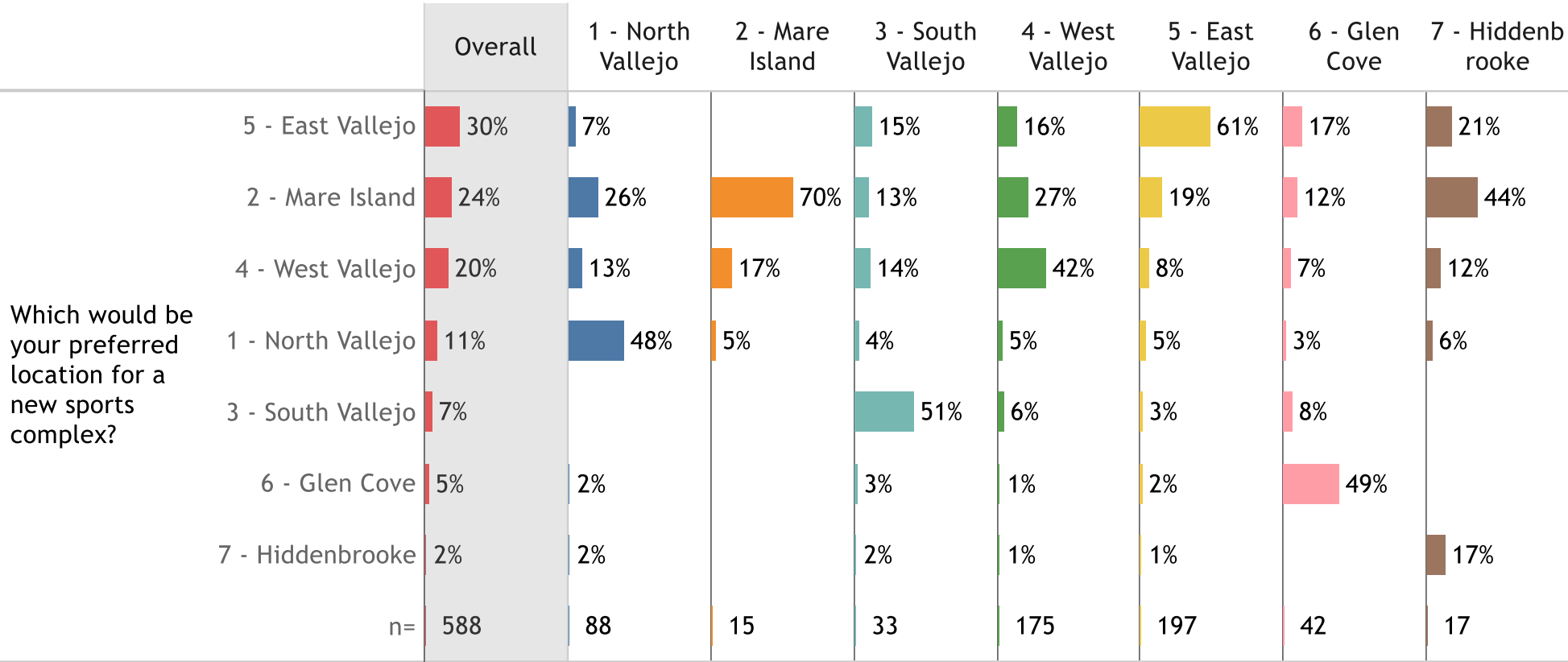


Which would be your preferred location for a new sports complex?

The preferred location for a new sports complex by home area shows that respondents from their respective home area, prefer a new sports complex to be in their home area, except for Hiddenbrook. Hiddenbrooke prefers a new sports complex in Mare Island.

Location for New Sports Complex (by home area)

Greater Vallejo Recreation District Master Plan Survey Future Facilities, Amenities, and Programs



Which would be your preferred location for a new sports complex?

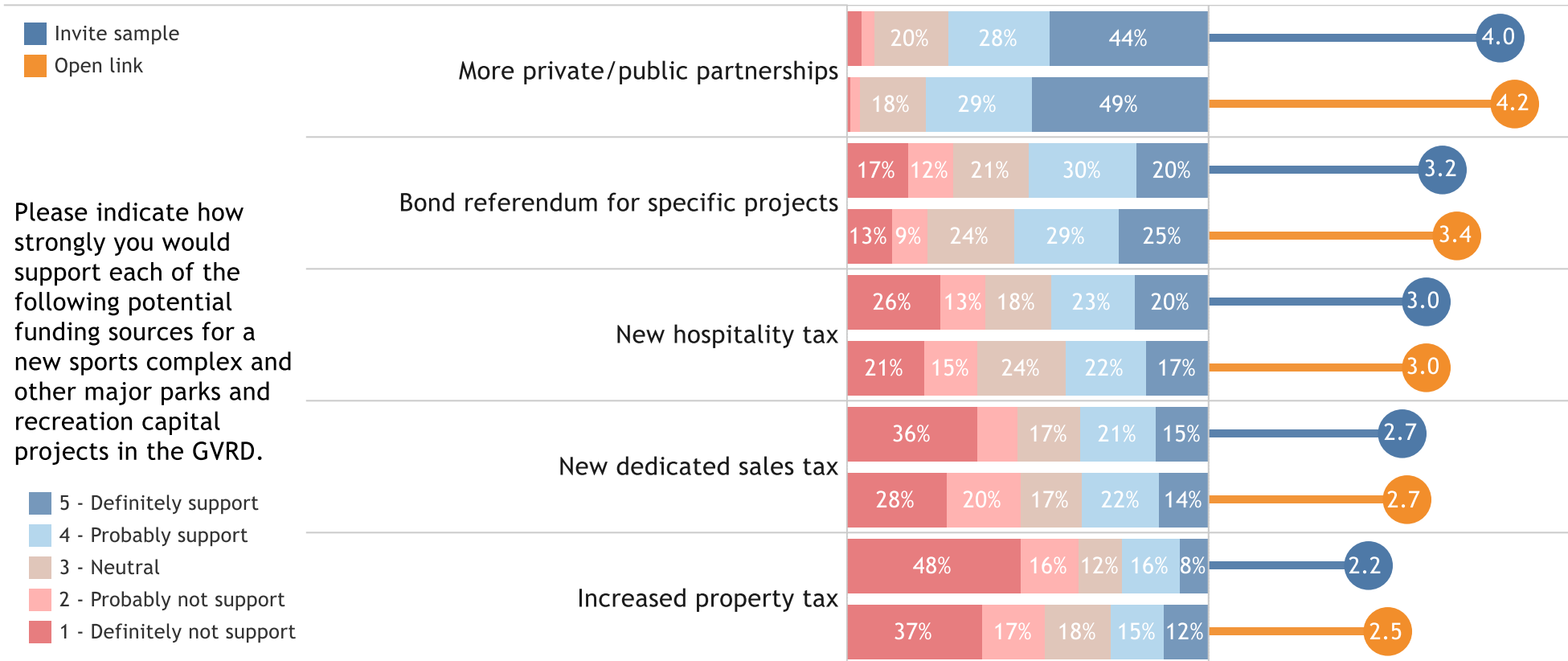
Financial Choices / Fees



Funding Sources

Approximately 72% of invite respondents would definitely or probably support more private/public partnerships and 50% would support a bond referendum for special projects as potential sources for funding recommendations from this survey. Conversely, 64% would not support an increased property tax and 47% would not support a new dedicated sales tax. Support for a new hospitality tax is more mixed, with 43% supportive.

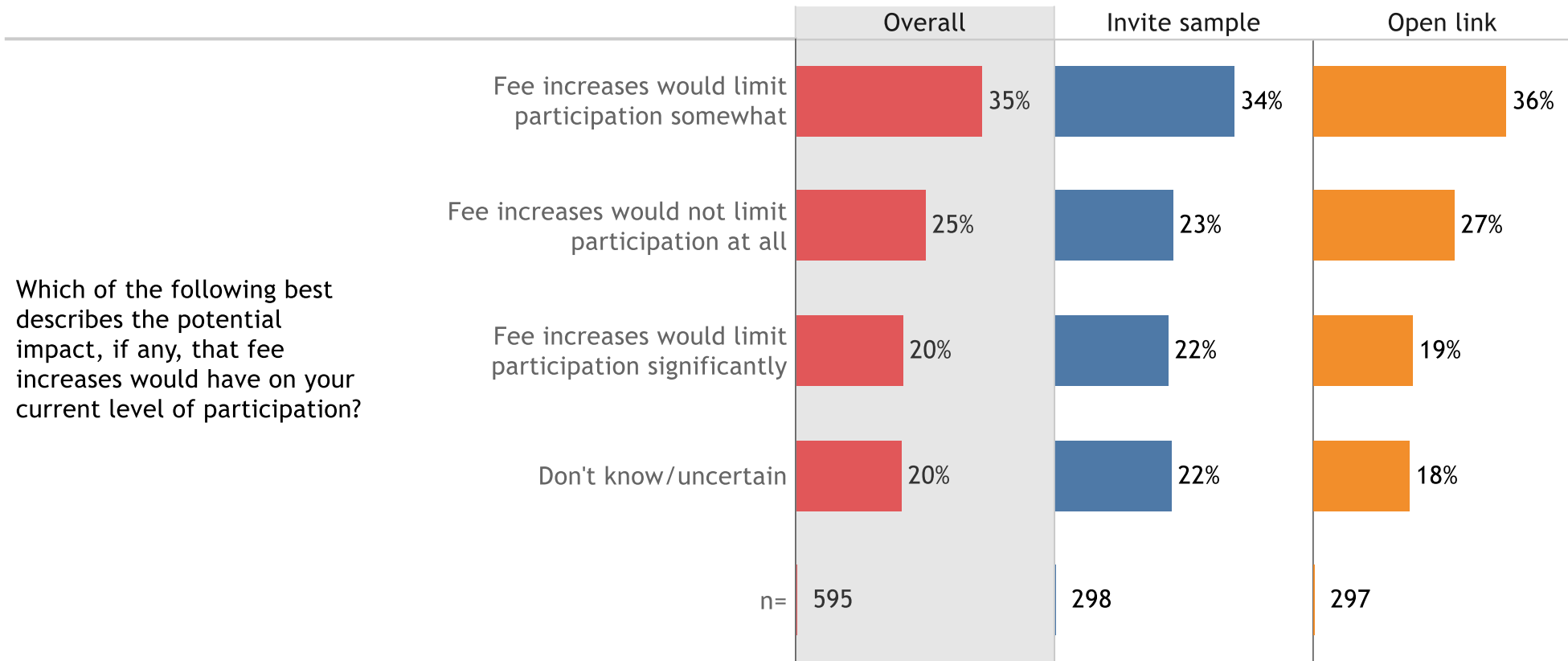
Greater Vallejo Recreation District Master Plan Survey Financial Choices/Fees



Impact of Fee Increases

Invitation respondents reported that fee increases would limit their participation somewhat (34%), followed by one-quarter indicating that increases would not limit their participation at all (23%). Nearly 20% of total respondents indicate that they don't know or are unsure how it would impact their participation and the remaining respondents indicate that fee increases would limit their participation significantly (22%).

Greater Vallejo Recreation District Master Plan Survey Financial Choices/Fees



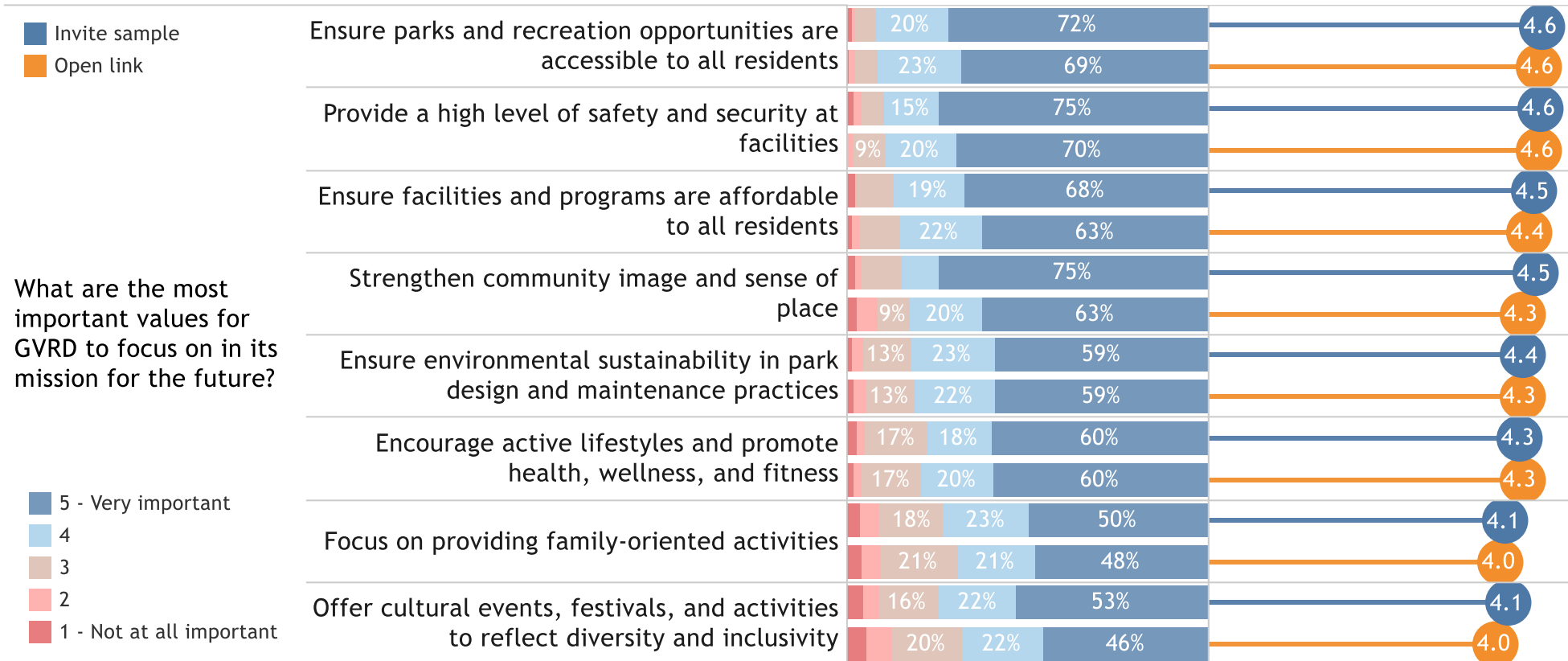
Values & Vision



Values & Vision

Ensuring parks and recreation opportunities are accessible to all residents and providing a high level of safety and security at facilities are considered the most important issues for GVRD to focus on for the future.

Greater Vallejo Recreation District Master Plan Survey Values and Vision



Community Comments



Community Comments

At the end of the survey, respondents were given the opportunity to provide any additional comments parks and recreation facilities, programs and services in the GVRD (see full list in the Appendix). A random selection of verbatim responses is shown below.

GVRD needs to improve community outreach. Instead of continually asking for donations/fees, give back to the community.

The homeless are destroying our parks and facilities and stealing garbage cans and littering all over the city.

I don't believe we need more parks, just improve maintenance. I do believe a sports complex is needed- old fairgrounds.

The services at present are varied and very good

Whether people use the facilities or have children who use them, it increases desire to come to Vallejo, increase property value and pride in the town- you'll win!

I love what GVRD offers, but I am reluctant to participate at times due to safety/crime concerns. I often travel to Benicia, Vacaville, or Walnut Creek for their activities. I would rather stay here.

We appreciate the walking trails in Vallejo, but do not use Hanns Park, we do not feel completely safe there.

Would like to see more bike lanes to allow safer bicycle transit and bike stands.



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APPENDIX F : LEVEL OF SERVICE ANALYSIS

A. GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool is used to conduct inventories of more than 100 park systems nationwide.

Low-score component: a component given a GRASP® score of “1” or “0” as it fails to meet expectations

Lower-service area: an area of a District that has some GRASP® level of service but falls below the minimum standard threshold for the overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks, among others

No-service area: an area of a District with no GRASP® level of service

Perspective: A perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked allows for easy and enjoyable travel between them.

Recreational trail: A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects the level of service provided by a specific recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: A trail network is a functional and connected part of a trail system within which major barrier crossings include crosswalks, pedestrian underpasses, or bridges. Different networks are separate from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: A transportation trail is a hard-surface trail, such as a District sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another District utility department.

GRASP® Components and Definitions

GRASP® Outdoor Component List	
GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A human-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A human-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice that includes goals in spaces associated with other uses.
Batting Cage	A batting cage is a stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	<u>Defined</u> campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in <u>undefined</u> sites. Undefined camping receives a quantity of one for each park or location. Use this component when the number of campsites is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.

Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area is used for the practice of diamond sports and distinguished from ballfield in that it doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. Distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball distinguished from a multi-use pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	It is a garden area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one particular course is present.

Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from “Games Court,” which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under another definition. Specified in comments.
Passive Node	A place designed to create a pause or particular focus within a park and includes seating areas, plazas, overlooks. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	A playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180’ x 300’ (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.

Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in any manner of configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. May be associated with a playground but is not part of it. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating. The park may or may not allow freestyle biking. May be specific to one user group or allow for several user types. It can accommodate multiple abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One regulation court suitable for recreation or competitive play. Quick-start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connection to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	A path, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.

Trail, Water	A river, stream, canal, or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts are associated with sports such as handball and racquetball. The type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. Specified in comments, including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A water body such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, nordic ski area, sledding hill, tobacco run, and recreational ice. The type specified in the comments.

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with a non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room explicitly designed as a performance/lecture space that includes a built-in stage, seating and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area. They are intended for short-term child watch or half or full-day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food- Counter Service	Staffed food service with a commercial kitchen and no waiter services.
Food- Full Service	Staffed food service with a commercial kitchen and dining room with waiter services.
Food- Vending	A non-staffed area with vending machines or self-service food options.
Gallery/Exhibits	A space intended for the display of art, interpretive information, or another type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	An active recreation space such as a gymnasium that accommodates basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and lined distances suitable for exercise walking, jogging, or running.

Kitchen- Kitchenette	Area for preparing, warming, or serving food.
Kitchen- Commercial	A kitchen meeting local codes for commercial food preparation.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A multi-purpose room can host various activities, including events, classes, meetings, banquets, medical or therapeutic uses. It also includes rooms or areas designated or intended as games rooms, libraries, or lounges. Rooms may be dividable.
Patio/Outdoor Seating	Outdoor space or seating area designed to be used exclusively in conjunction with indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location that includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation, and ceiling heights appropriate for high-intensity workouts.
Woodshop	A room with wood-working equipment that contains an adequate power supply and ventilation.
Note: Include any component from the outdoor component list as an indoor component	

B. Inventory Methods and Process

The detailed GIS (Geographic Information System) inventory conducted by the planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and understand the system. The inventory for this study focused primarily on components at public parks. Each element's evaluation ensures it serves its intended function, noting any parts needing refurbishment, replacement, or removal.

The inventory also included recording site comfort and convenience amenities such as shade, drinking fountains, restrooms, and **modifiers**.

Collection of the following information during site visits:

- Component type and geo-location
- Component functionality
 - Based assessment scoring on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
 - 1 = Below Expectations
 - 2 = Meets Expectations
 - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambianc
- Site photos
- General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. Beyond the quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following example figures:

Figure 49 and 50: GRASP® examples



In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for its comfort, convenience, and ambient qualities. These qualities include the availability of amenities such as restrooms, drinking water, shade, scenery. These *modifier* values then serve to enhance or amplify component scores at any given location.

This review packet consists of the most recent GIS data displayed by location on an aerial photograph. Compiled GIS information collected during the site visit, includes all GIS data and staff input. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

Analyzing the existing parks, open spaces, trails, and recreation systems determines how the systems serve the public. Level of Service (LOS) defines the capacity of various components and facilities to meet the public's needs regarding the size or quantity of a given facility.

An analytical technique known as **GRASP® (Geo-Referenced Amenities Standard Process)** was used to analyze the level of service provided by assets. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area.

C. Composite-Values Level of Service Analysis Methodology

Level of Service (LOS) measures how parks, open spaces, trails, and facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

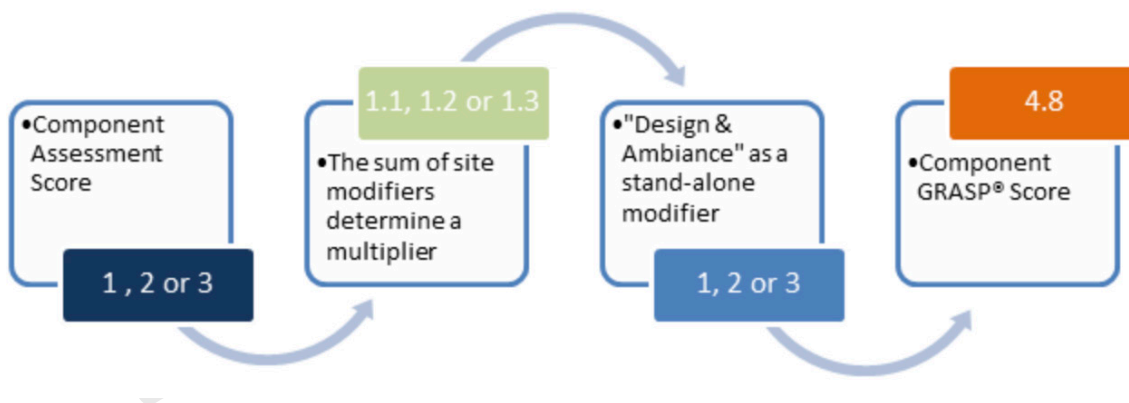
Why Level of Service?

LOS indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living. Analyses of the existing parks, open space, trails, and recreation systems determine how the systems serve the public and the capacity of the various components and facilities to meet the people's needs

GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a **GRASP® Score**. The following illustration shows this relationship. A basic algorithm calculates scoring totals, accounting for both component and modifier scores, every park, and facility in the inventory. The resulting ratings reflect the overall value of that site. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas, a supplemental document.

Figure 51: GRASP® Score calculation.



Catchment Areas

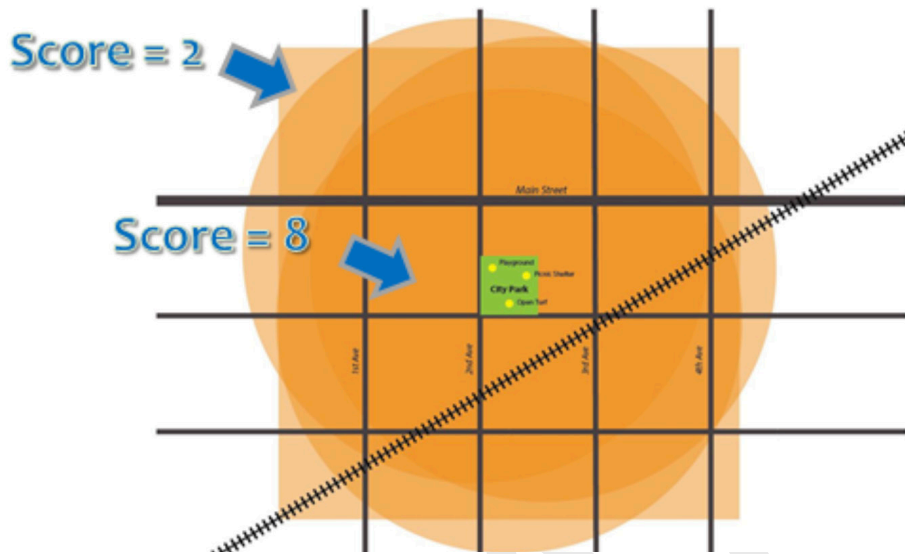
Catchment areas, also called buffers, or service areas, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

Perspectives

Maps and data produced using the GRASP® methodology are known as **perspectives**—each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in a variety of ways. Maps, tables, and charts provide benchmarks or insights a community may use to determine its success in delivering services. Plotting service areas for multiple components on a map produces a picture representing the cumulative level of service provided by that set of elements in a geographic area.

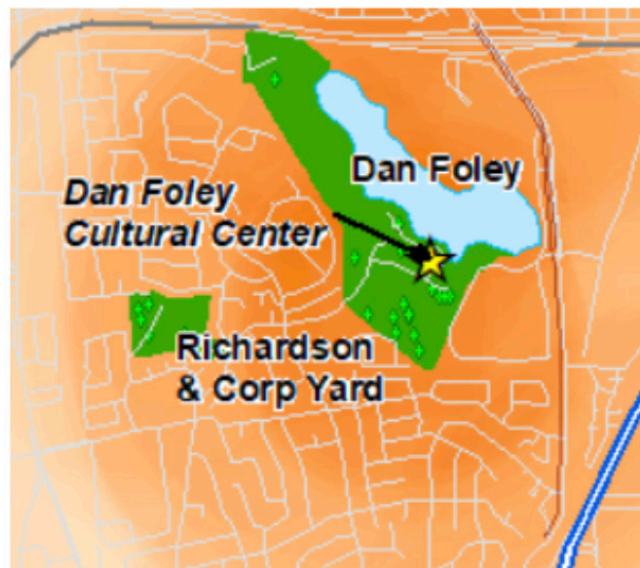
This example graphic illustrates the GRASP® process, assuming all three components and the park boundary itself, is scored a “2”. The overlap of their service areas yields higher or lower overall scores for different study areas.

Figure 52: GRASP® process



On a map, darker shades result from the overlap of multiple service areas. They indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value that reflects cumulative scoring for nearby assets. Figure 52, below, provides an example.

Figure 53: Example of GRASP® Level of Service (LOS)



D. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies, and parks & recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand, becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called “Recreation, Park and Open Space Standards and Guidelines,” published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to recommend an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as “the NRPA standards,” but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an “average LOS” should be. NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance and more on planning, organizational structure, and management processes. The popularly referred to as “NRPA standards” for LOS, as such, do not exist.

In conducting planning work, it is critical to realize that the above standards can be valuable when referenced as “norms” for capacity but not necessarily as the target standards for which a community should strive. Each District is different, and many factors are not addressed by the criteria above. For example:

- Does “developed acreage” include golf courses”? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they are not maintained?
- And many other questions.

E. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies, and parks & recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand, becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called “Recreation, Park and Open Space Standards and Guidelines,” published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to recommend an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as “the NRPA standards,” but these were never formally adopted for use by NRPA.

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an “average LOS” should be. NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance and more on planning, organizational structure, and management processes. The popularly referred to as “NRPA standards” for LOS, as such, do not exist.

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- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they are not maintained?
- And many other questions.

F. GRASP® (Geo-Referenced Amenities Standards Program)

A new methodology for determining the level of service is appropriate to address these and other relevant questions. Composite-values methods are applied to measure better and portray the service provided by parks and recreation systems. This methodology's primary research and development were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies; Design Concepts, a landscape architecture and planning firm; and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Consider other factors, including quality, condition, location, comfort, convenience, and ambiance.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. The explanations and characteristics listed above affect the amount of service provided by the system's parts follow.

Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with various features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

Condition – The condition of a component within the park system also affects the service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is more service to people who live within easy reach than someone living across town. Therefore, service is dependent upon proximity and access.

Comfort and Convenience – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use an element, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike racks, or nearby parking are examples of conveniences that enhance the service provided by a component.

Design and Ambiance – Simple observation proves that places that “feel” right attract people. A sense of safety and security, pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, enhancing the degree of service provided by its components.

This methodology records the geographic location of components and the capacity and quantity of each element. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but they enhance the value when they exist in proximity to a component.

By combining and analyzing each component's composite values, it is possible to measure the service provided by a parks and recreation system from various perspectives and for any given location. Typically, this begins with deciding on “relevant components” for the analysis, collecting an accurate inventory of those components, and analysis. Maps and tables represent the results of the GRASP® analysis.

G. Making Justifiable Decisions

GRASP® stores all data generated from the GRASP® evaluation in an electronic database available and owned by the agency for use in various ways. The database tracks facilities and programs and can schedule services, maintenance, and components' replacement. In addition to determining LOS, it can project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in various ways for future planning or sharing with the public.

The GRASP® methodology provides accurate LOS and facility inventory information and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a "one." Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is increased. The following is an outline strategy for addressing the repair/refurbishment/replacement or repurposing of low-functioning components.

- I. Determine why the component is functioning below expectations.
 - Was it poorly conceived in the first place?
 - Is it something that was not needed?
 - Is it the wrong size, type, or configuration?
 - Is it poorly placed or located in a way that conflicts with other activities or detracts from its use?
 - Have the needs changed so that the component is now outdated, obsolete, or no longer needed?
 - Has it been damaged?
 - Has the component's maintenance been deferred or neglected to the point where it no longer functions as intended?
 - Does the component score low because it is not available to the public in a way that meets expectations?
 - Is the component old, outdated, or otherwise dysfunctional but has historical or sentimental value? An example would be an archaic structure in a park such as a stone barbecue grill that is not restorable to its original purpose but has historical value.

- II. Depending on the answers from the first step, select a strategy for addressing the low-functioning component:
- If the need for that type of element in its current location still exists, then the feature should be repaired or replaced to match its original condition as much as possible.
 - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other cases could be playgrounds with old, damaged, outdated equipment or courts with poor surfacing or missing nets.
 - If the need for that type of component has changed to where the original one is no longer suitable, replace it with a new one that fits the current needs.
 - If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
 - Remove a component because of changing demands, unless it can be maintained in good condition without excessive expense or has historical or sentimental value. In-line hockey rinks may fall into this category. If it has been allowed to deteriorate because the community has no desire for in-line hockey, repurpose it into some other use.
- III. It is possible that through ongoing public input and as needs and trends evolve, and there is the identification of new demands for existing parks. If there is no room in an existing location for the unique needs, the decision may include removal or repurpose a current component, even if it is functional.
- As tennis's popularity declined and demand for courts dropped off in some communities over recent decades, good courts became skate parks or in-line rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for in-line rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts have now had permanent locations of their own. They become more elaborate facilities as skateboarding, and other wheel sports have grown in popularity and permanence.
 - One community repurposed a ball diamond into a dog park. The diamond is well-suited because it is already fenced, and the combination of the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses is ideal. In time this facility either becomes a permanent facility or is constructed elsewhere. It could also turn out that dog parks fade in popularity and are replaced with some other facilities that dog owners prefer even more. Meanwhile, the use of the diamond for this purpose is an excellent interim solution.



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Table 25: Outdoor Low Scoring Components

Map ID	Location	Component	Quantity	GRASP® Score	Comments
C123	Amador Complex	Open Turf	1	1	Poor condition
C002	Beverly Hills	Playground, Local	1	1	Old equipment on sand
C003	Beverly Hills	Open Turf	1	1	Poor condition
C008	Borges Ranch	Open Turf	1	1	Poor condition
C009	Borges Ranch	Playground, Local	1	1	Old equipment on sand
C148	Borges Ranch	Shelter, Small	3	1	Small wood arbors
C013	Castlewood	Open Turf	1	1	Poor condition
C028	Crest Ranch	Basketball Court	1	1	Poor surfacing
C029	Crest Ranch	Basketball, Practice	1	1	Poor surfacing
C041	Dan Foley	Basketball Court	1	1	Wavy surface and goals out of shape
C137	Dan Foley	Shelter, Small	1	1	A small makeshift shelter that probably should be standardized or removed
C043	Delta Meadows	Basketball, Practice	2	1	Unlevel
C073	Independence	Public Art	1	1	Propeller, cannons, and concrete structure.
C075	Lake Dalwigk	Basketball Court	1	1	Missing nets and broken rims. Surfacing cracking. Infilled postholes.
C076	Lake Dalwigk	Basketball, Practice	1	1	Missing nets and broken rims. Surfacing cracking. Infilled postholes.
C082	North Vallejo	Basketball Court	1	1	Broken goal
C084	North Vallejo	Rectangular Field, Large	1	1	Rectangle overlays diamond field
C094	Richardson and Corp Yard	Playground, Local	1	1	Old faded equipment on EWF
C165	River	Trailhead	1	1	Lacks signage or wayfinding
C101	Sheveland	Playground, Local	1	1	Cool location, but old equipment on sand
C102	Sheveland	Open Turf	1	1	Steep hill
C103	Terrace	Diamond Field	1	1	Poor condition
C104	Terrace	Playground, Local	1	1	On sand
C105	Terrace	Shelter, Small	1	1	Gazebo, raised, lacks roof
C156	Wardlaw Skate and Dog Park	Trailhead	1	1	Lacks signage or wayfinding
C113	Washington	Diamond Field	1	1	Infield and fencing need repair
C117	Wilson	Diamond Field	2	1	Smaller fields. Over grown, rusted seating, locks on gates,
C119	Wilson	Playground, Local	1	1	Old equipment on EWF

Table 26: Low Scoring Outdoor Modifiers.

Location	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Station	Security Lights	Bike Racks	Restrooms	Shade & Shade Trees	Trail Connections	Park Access	Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Amador Complex	2	0	2	0	0	0	0	0	2	0	2	2	0	0	0
Beverly Hills	1	0	1	0	0	0	0	0	1	0	2	2	0	0	1
Blue Rock Springs	2	2	2	2	0	1	0	2	2	2	2	2	0	2	3
Borges Ranch	2	0	2	0	0	1	0	0	2	0	2	0	0	2	0
Carquinez	2	0	1	0	0	0	0	0	2	2	2	2	0	1	2
Castlewood	2	0	0	0	0	0	2	2	0	0	2	1	0	0	0
Children's Wonderland	2	2	2	0	0	2	0	2	2	0	1	2	0	2	2
City Park	2	2	2	0	0	2	0	2	2	0	2	0	0	2	2
Crescent	2	0	2	0	0	0	0	0	1	0	2	0	0	3	0
Crest Ranch	2	2	2	0	0	2	0	2	2	0	2	2	0	2	2
Dan Foley	2	2	2	2	2	2	2	2	2	0	2	2	2	2	2
Delta Meadows	1	2	1	0	0	0	0	0	0	0	2	0	0	0	0
Fairmont	2	2	2	0	0	0	0	0	2	0	2	0	0	2	1
Glen Cove School Park	2	2	2	0	0	2	2	2	2	0	2	2	0	2	2
Glen Cove Waterfront	2	0	2	0	2	0	2	0	1	2	2	1	0	1	2
Grant Mahoney	2	0	0	0	0	0	0	0	2	0	2	0	2	2	2
Hanns	2	0	2	0	2	0	0	2	2	2	2	2	0	2	2
Blue Rock Springs Corridor	2	0	0	0	0	0	0	0	0	2	1	0	0	0	0
Henry Ranch	2	2	2	0	0	2	0	0	3	0	2	0	0	3	0
High Glen	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Highlands	2	2	2	2	0	1	2	2	2	0	2	2	2	2	2
Independence	1	0	2	0	2	2	0	2	2	0	2	2	0	0	0
Lake Dalwigk	2	0	2	2	0	1	0	0	2	0	2	0	0	2	2
McIntyre Ranch	2	0	0	0	0	0	0	0	2	2	0	1	0	0	0
North Vallejo	2	2	2	0	2	1	2	0	2	0	2	2	0	2	1
Northgate	2	2	2	2	0	0	0	0	2	2	1	0	2	2	2
Orchards Park Hiddenbrooke	2	2	2	0	2	2	2	2	2	0	2	2	2	2	2
Richardson	2	2	2	2	0	0	2	0	2	0	2	2	0	2	0
River	2	0	2	0	0	0	0	0	0	2	2	2	0	0	0
Setterquist	1	0	1	0	0	0	0	0	1	0	2	1	0	2	2
Sheveland	2	0	2	0	2	0	0	0	2	0	1	0	0	2	0
Terrace	1	2	2	2	0	1	0	0	2	0	1	1	0	2	2
Wardlaw School	2	0	0	0	0	0	0	0	0	2	1	1	0	2	0
Wardlaw Skate & Dog Park	2	2	2	0	2	0	0	2	1	2	2	2	0	2	2
Washington	2	0	2	0	0	1	0	0	1	0	2	0	0	1	2
Wilson	1	2	1	1	0	2	0	2	2	0	2	2	0	1	2

Red highlighted modifiers scored low. Modifiers in yellow that were not present at the time of site visits scored a zero. These scores do not imply that all parks and facilities should have all modifiers but instead that modifiers positively impact the user experience.

H. Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to consider the prioritization of identified gap areas. For example, in the walkable access analysis, several regions with low or no service were identified.

Further investigations of these areas can help when prioritizing future improvements or recreation opportunities. Future growth or subdivision development may significantly impact future gap areas. Prioritization of improvements may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components as they are affected by wear and tear over time.

Addressing Low-Scoring Components

Low scoring components are discussed previously in section.

Booster Components

Another way to enhance the level of service is by adding **booster components** at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional components.

High Demand Components

The statistically valid survey asks respondents to rank facilities by importance based on those they felt the District needed to add or improve. Consider these **high-demand components** when adding new elements to the system.

The highest priority for added, expanded, or improved recreation activities listed by survey respondents are:

- A. Make improvements and/or renovate existing parks/facilities
- B. Increase trail connectivity and trail access throughout the city
- C. New sports complex
- D. Additional open space/natural areas
- E. Improved neighborhood community centers
- F. Add arts/cultural facilities

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and adding components that could serve as future program opportunities:

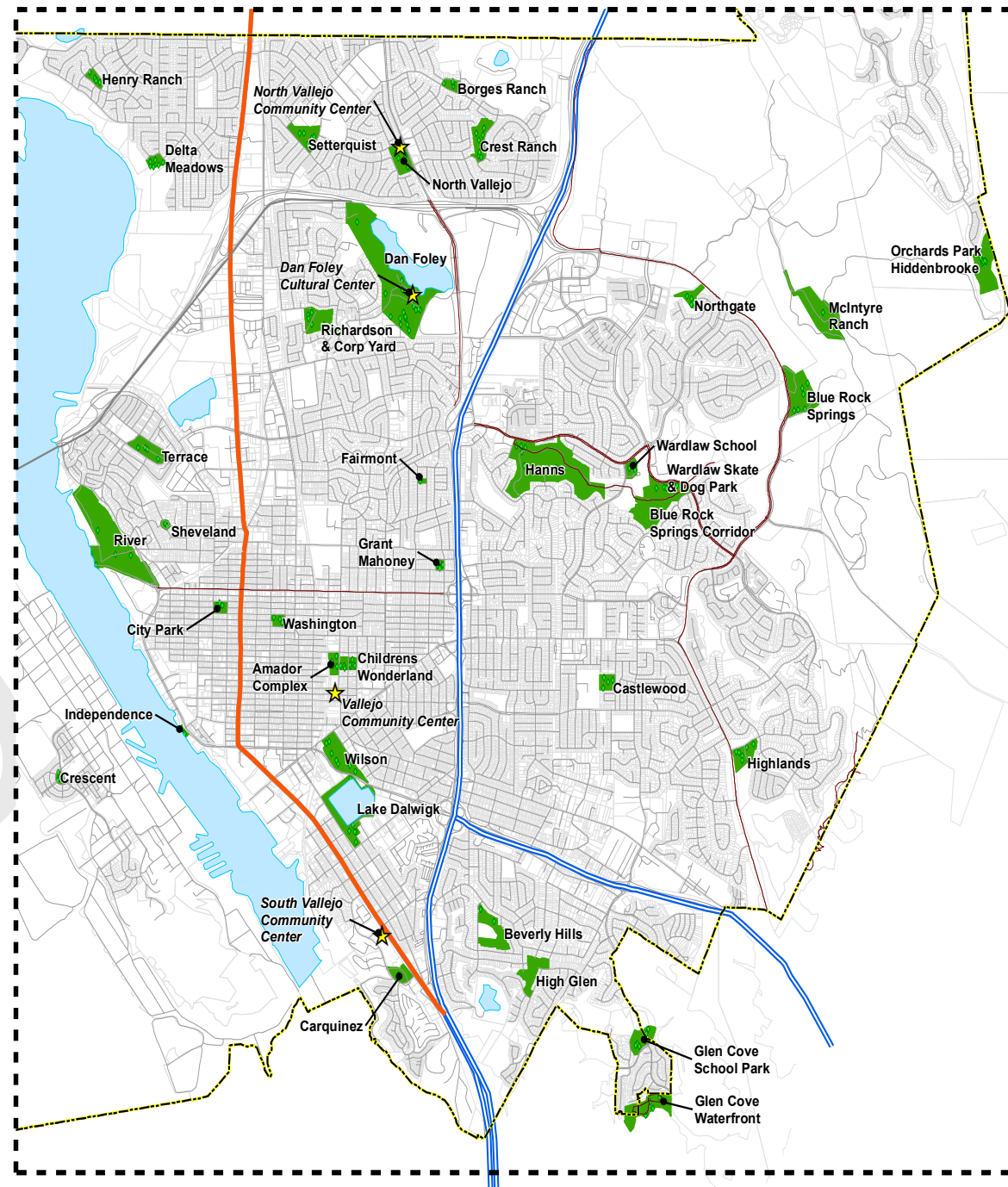
Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America. It is also a basic form of socializing for people who may have once socialized with other parents in their child's soccer league. Now that the kids are grown, they enjoy the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
- Skateboarding and other wheel sports continue to grow in popularity. Distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park. Consider adding skate features to neighborhood parks in place of larger skate parks.
- A desire for locally-grown food and concerns about health, sustainability, and other issues leads to community food gardens in parks and other public spaces.
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products raises the bar on expectations and offers new possibilities for creative facilities.
- New playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations from the standard fixed "post and platform" playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

Parks and Recreation System Map

Greater Vallejo Recreation District



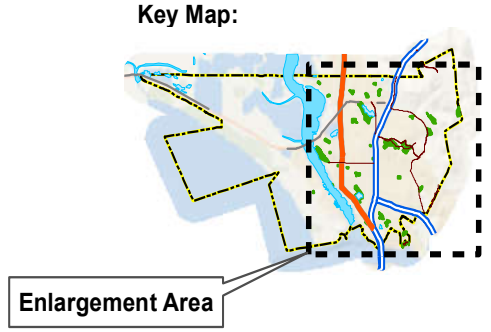
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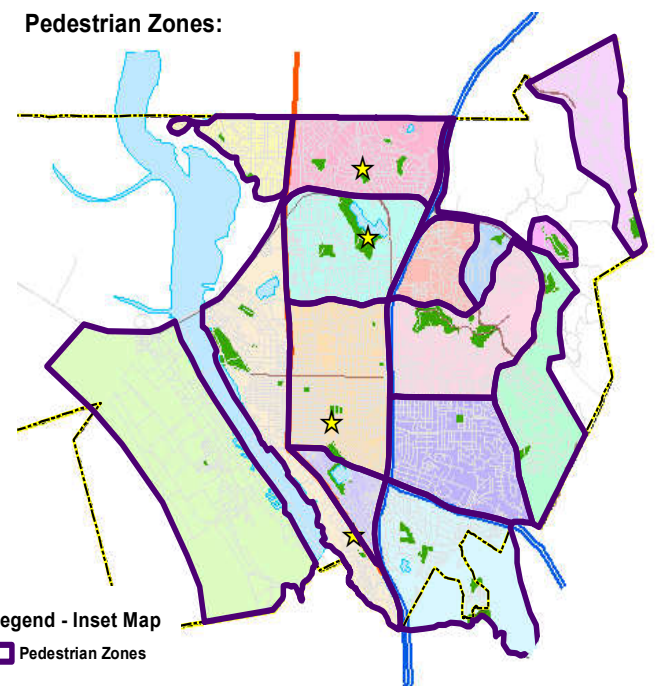
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- Legend**
- ★ Indoor Facilities
 - ◆ Components
 - Existing Trail
 - Freeway
 - Highway
 - Major Road
 - Other Street/Road
 - Locations
 - Parcel
 - Water Body
 - GVRD Boundary



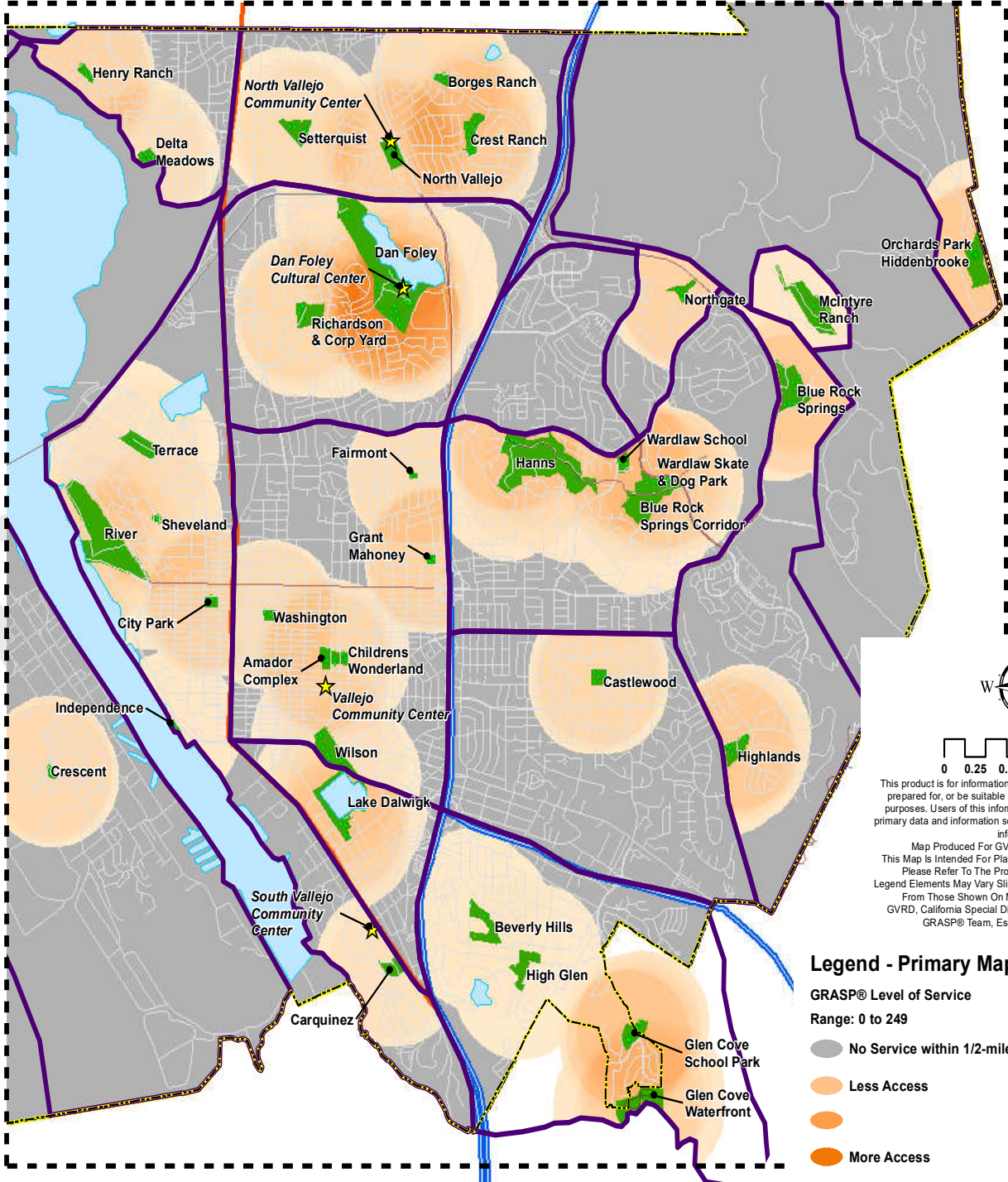


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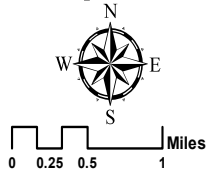
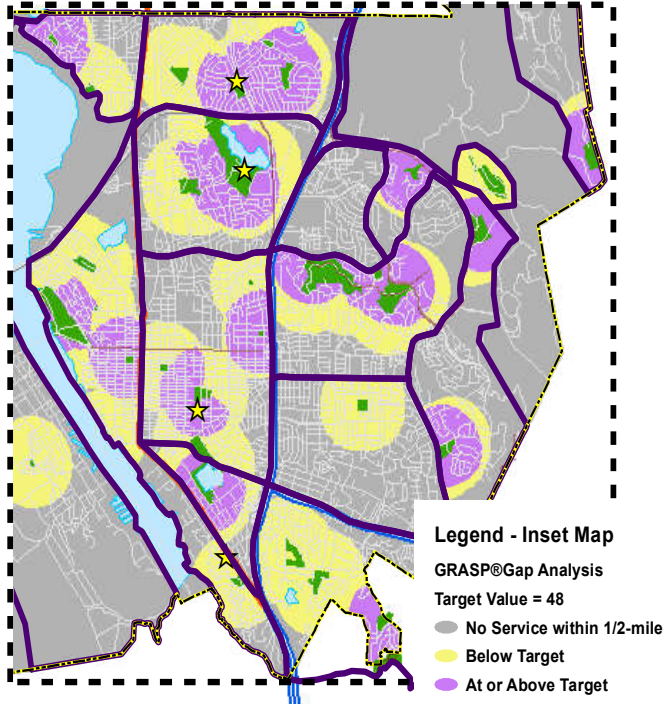
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Walkable Access to Outdoor Recreation Opportunities

Greater Vallejo Recreation District



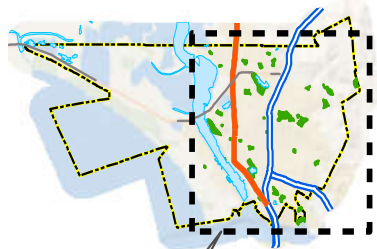
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Key Map:



Enlargement Area

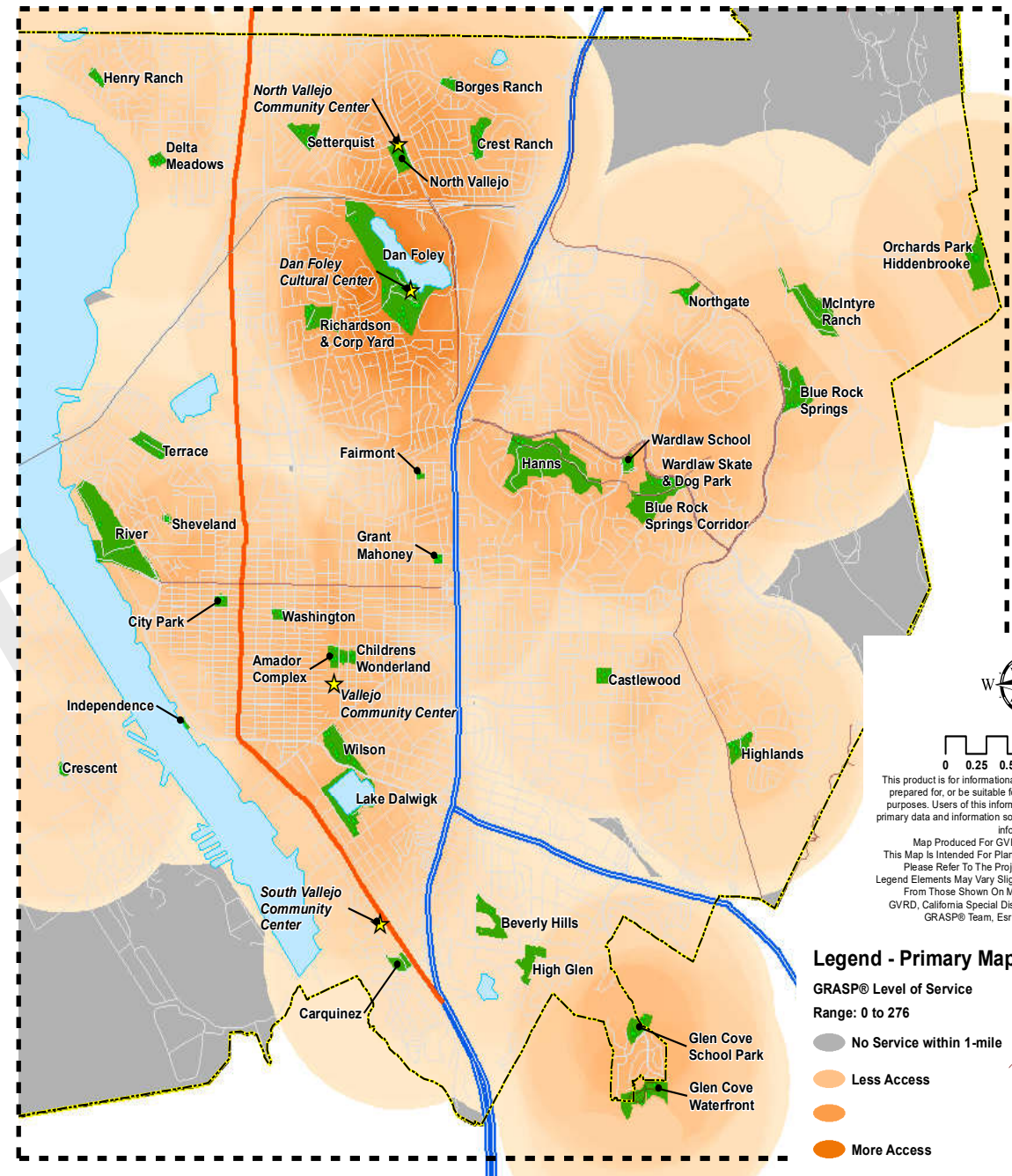


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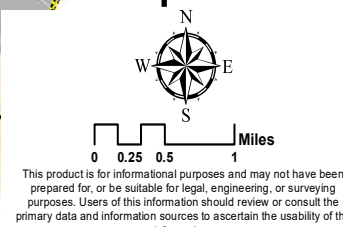
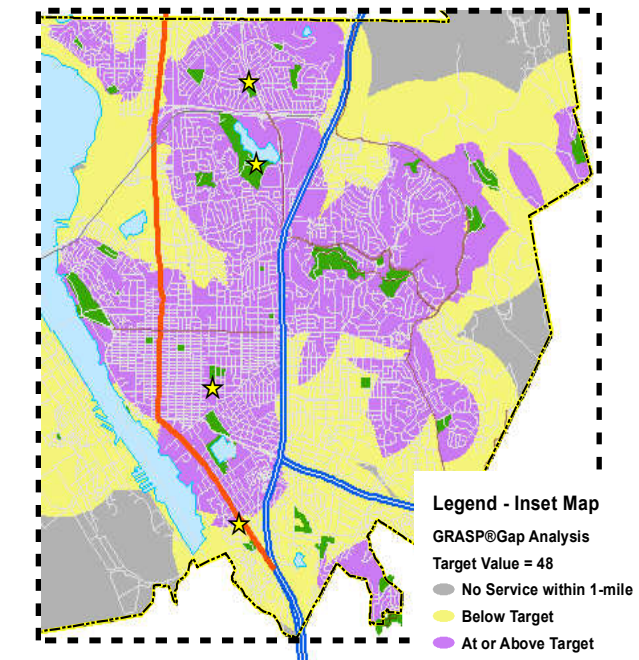
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Neighborhood Access to Outdoor Recreation Opportunities

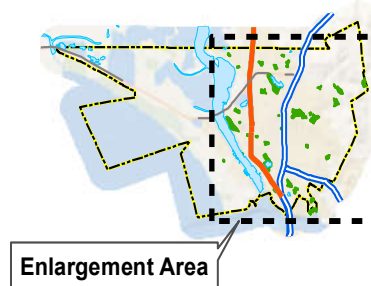
Greater Vallejo Recreation District



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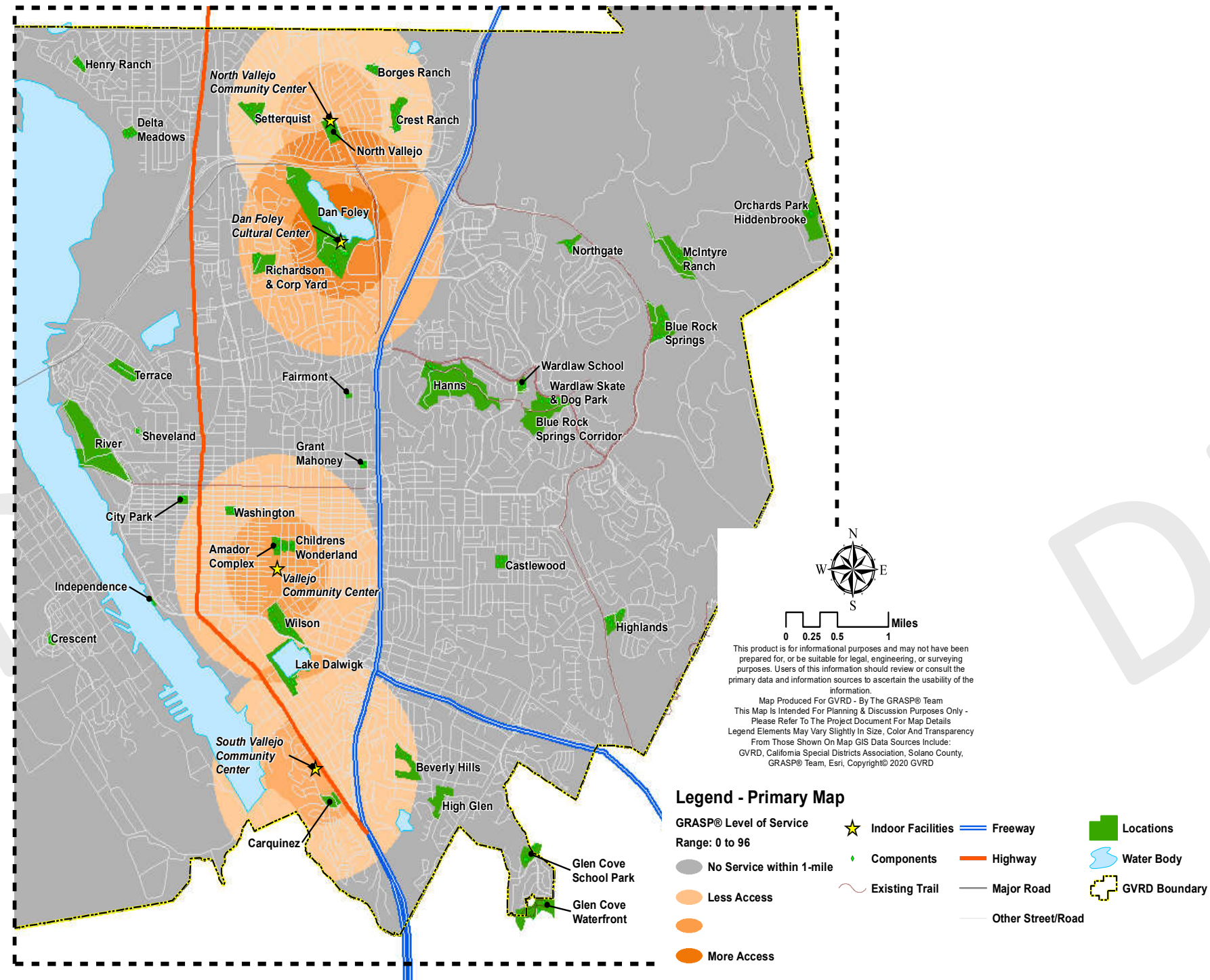


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Neighborhood Access to Indoor Recreation Opportunities

Greater Vallejo Recreation District

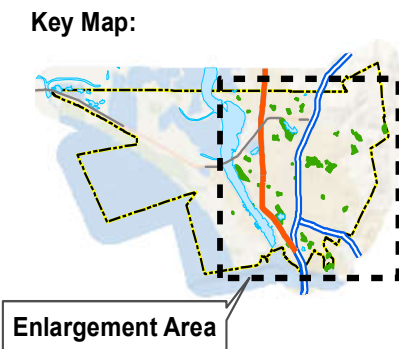


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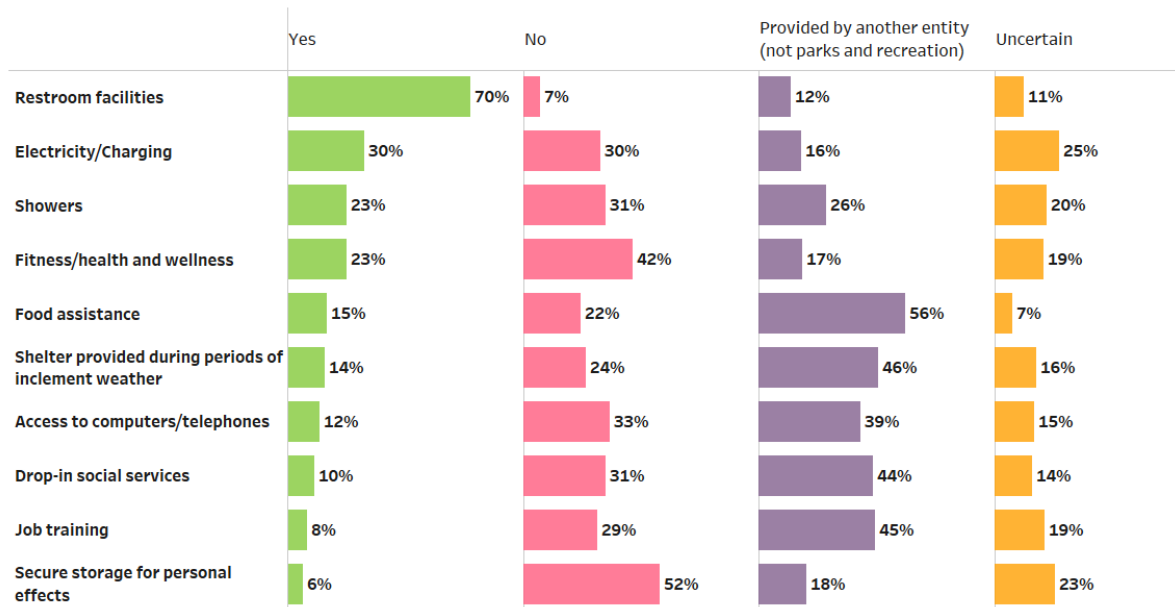
APPENDIX G: STAFF RESOURCE FOR ADDRESSING HOMELESS ISSUES

Homelessness

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. In fact, a survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in the figure below, many agencies offer services far beyond the traditional services of “parks and recreation.” Restroom facilities are the number one facility offered by agencies, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

Figure 54: Are the following services are offered to the homeless population by parks and recreation agencies in your community?

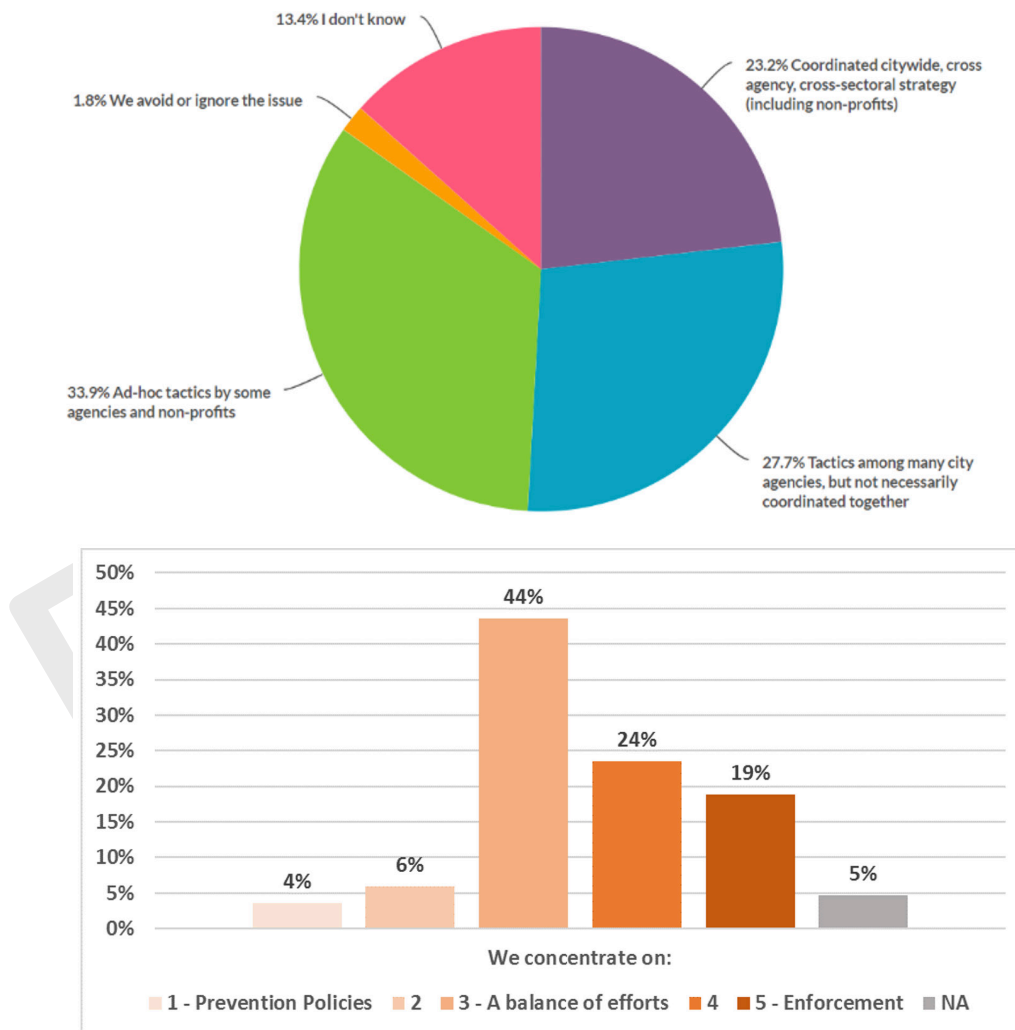


Source: GP RED Homelessness Redline Survey 2018

This has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exasperate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case by case basis.

Noted in the figure below, oftentimes management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement. Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, Business Improvement Districts, and Health-Human Services to be develop a plan.

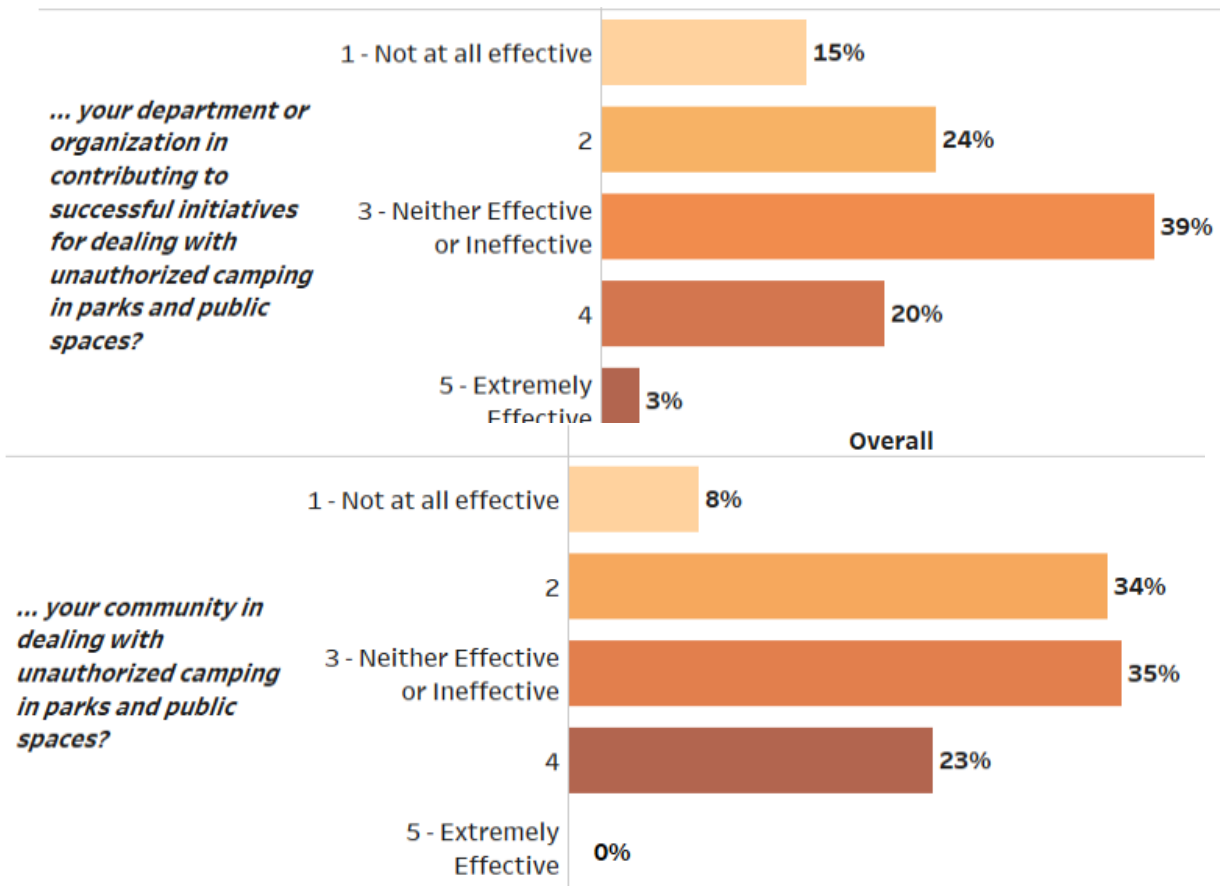
Figure 55: Tactical Approaches to Managing Homelessness



Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development.

Figure 56: How effective is your community/ is your organization?



APPENDIX H: GENERAL PARK MAINTENANCE STANDARD SAMPLES

Sample Maintenance Standards for Quality Parks and Facilities

These general maintenance standards are samples meant to be a starting point for the District to review and consider as a basic desired maintenance standard for all parks and recreational facilities.

PARKS

Grounds

- Grounds mowed and trimmed on a regular schedule
- Park is free of litter, debris, and hazards
- Parking lots, if applicable are clean; striped; and free of debris, holes, and tripping hazards

Drinking Fountains (where applicable)

- Fountains are accessible and operational
- Fountains are in appropriate locations and in compliance with ADA
- Fountains are installed on a solid surface and free of standing water and debris
- Drain system is operational

Signage

- Park identification signs are secure and properly installed in a noticeable location
- Handicapped parking signs are secure, visible, and installed to code
- Park rules signs are secure and properly installed in a noticeable location
- Restroom signs are secure and visible
- Signs are clean, painted, and free of protrusions and graffiti
- Directional signs provided as needed in appropriate locations
- Signs include City logo and contact phone number

Ornamental Plants and Trees

- Plants and trees are healthy and free of disease and insects
- Plant beds are free of litter, debris, and weeds
- Plant selection is appropriate for season and area usage
- Trees trimmed and shaped on a regular basis, inspect for and remove hazardous trees as needed
- Tree species selection should provide a wide variety of native and selected non-native trees where appropriate
- Tree wells and planting beds mulched for protection and water conservation

Walkways and Trails

- May be hard surface or soft surface depending on location and intended use
- Soft surface trails are free of water collecting depressions and erosion
- Walkways and trails have a uniform surface, positive drainage, are level with ground and free of trip hazards and excessive material deflection
- Walkways and trails are free of litter, debris, sediment, and seasonal snow
- Walkways and trails meet ADA requirements
- Walkways and trails provide unobstructed access and are free from low and protruding tree limbs, guide wires, signposts, and ornamental plants
- Walkways in irrigated park areas are neatly edged
- Walkways and trails are clear of weeds and grass growth in cracks and expansion joints; adequate trash receptacles provided
- Guard rails and safety fencing provided in appropriate locations

- Routine safety and function inspections are performed including surface, culverts, water crossings, signage, and vegetation

Trash Receptacles (random locations)

- Receptacles are clean and free of odor with liners in place
- Receptacles are painted, free of damage and missing parts, and properly anchored
- Roll-off containers and dumpsters are clean, screened, and placed in non-intrusive locations
- Area around trash receptacles is clean and free of trash and debris
- Area around roll off containers and dumpsters is clean and free of trash and debris

Fencing

- Fences are intact, structurally sound, and free of damage or deterioration
- Nails, bolts, and screws are flush with surface with no exposed sharp points
- Fences have no excessive voids, cracks, or splintering

Security and Exterior Lights

- Ninety percent (90%) of security and exterior lights are operational
- No electrical conducting wires are exposed
- Lights comply with appropriate building code
- Poles and components are secured in ground, operational and straight

Bridges

- Bridges have a uniform surface, are free of trip hazards, and are free of graffiti
- Lumber and other materials are structurally sound, free of cracking deterioration and splintering
- Bridges comply with ADA requirements
- Bridges have handrails intact and properly installed and anchored
- Bridges are free of litter and debris

General Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed on a regular schedule
- Turf areas have a uniform surface and are well drained
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

Athletic Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed according to usage schedule
- Turf areas have a uniform surface and are well drained
- Playing surface maintained according to sport specific guidelines
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

Irrigation

- Irrigation system is fully operational with complete and uniform coverage
- System is free of leaks; backflow prevention devices are in place and functioning properly
- Heads are installed properly for intended use
- Heads are properly adjusted with rotations and arcs to set to reduce water runoff
- Systems are set to run at specific times to minimize evaporation and waste
- Systems function checks are conducted on a regular basis
- Repair excavations are properly compacted, and turf restored

Open Space Areas

- Native grasses mowed, if necessary, according to specific management plans, with focus on promoting natural growth heights and cycles and wildlife habitat
- Trail corridors and picnic areas mowed as needed
- Trail surfaces are free of debris and weeds
- Native tree and shrub growth are encouraged
- Wildlife habitat and water quality preservation emphasized
- Rules and regulations and identification signs are posted in noticeable locations
- Annual and noxious weeds are controlled as needed
- Property access points and boundaries are clearly marked

ATHLETIC FACILITIES AND COMPETITIVE PLAY FIELDS

Turf

- Turf has a healthy dense stand of grass and coverage is no less than 95 percent of playable area
- Play area has a uniform surface and is well drained
- Turf to be mowed at the appropriate height for the type of grass used, time of season, and type of field use
- Turf is free of any litter or debris
- Apply top dressing and over seeding as needed to maintain healthy grass
- Fields may be closed for use periodically to allow for turf recovery
- Turf is free of disease, insects, and weeds

Softball Infields

- Infields have a uniform surface and are free of lips, holes and trip hazards
- Infields are well drained with no standing water areas
- Infields have proper soil composition for intended use with ball field mix added as needed
- Infields are free of weeds and grass
- Infields are free of rocks, dirt clods, and debris
- Bases and plates are properly installed, level, and are at proper distances and anchored according to manufacturer's specifications and league requirements
- Fields dragged and lined as needed according to use schedules

Bleachers

- Hardware is intact, and bracing and safety rails tightly connected
- Seating surface is clean, smooth, free of protrusions and have no exposed sharp edges or pointed corners
- Clean trash receptacles provided and in good condition, area under bleachers free of trash

Lights

- Electrical system and components are operational and in compliance with applicable building codes
- Ninety percent (90%) of lamps for each field are operational
- No electrical conducting wires exposed
- Ballast boxes and components are properly installed and secured
- Lights provide uniform coverage on facilities and fixtures and are adjusted to eliminate dark or blind areas
- Fixtures securely fastened to poles and poles secured in ground according to manufacturer's specifications
- Poles and fixtures inspected immediately after any major wind, ice, or hail storm

Fencing

- Fencing material is galvanized chin link and appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly connected and straight
- Fencing is free of holes and protrusions
- Fabric is straight and free of bending and sagging
- Gates and latches are operational

Restrooms/Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products
- Lights and ventilation systems are operational
- Toilets, stall doors, and hand air dryers are operational
- Buildings and enclosures are free of graffiti
- Doors are properly marked according to gender
- Restrooms have clean trash receptacles
- All doors and locks are operational
- Restrooms/portable toilets are in compliance with ADA requirements
- All restrooms stocked with hand sanitizer

PLAYGROUNDS

Play Equipment

- Equipment and surrounding play areas meet ASTM and National Playground Safety Institute (NPSI) standards
- Play equipment and hardware is intact
- Play equipment is free of graffiti
- Age appropriateness for equipment is noted with proper signage
- Regular inspection and repair program is in place and enforced

Surfacing

- Fall surface is clean, level and free of debris
- Fall surface meets ASTM and NPSI standards
- Fall surface is well drained
- Rubber cushion surfaces are free of holes and tears
- Rubber cushion surfaces are secure to base material and curbing

Borders

- Playground borders are well defined and intact
- Playground borders meet ASTM and NPSI standards

Decks

- Planks are intact, smooth, structurally sound, free of splinters and no cracks greater than ¼ inch
- Nails, bolts and screws are flush with surface
- Planks are level with no excessive warping

General

- Slides and climbing devices are properly anchored
- All moving parts are properly lubricated and functioning as intended
- S-hooks and swing seats are in good operating condition
- Damaged or under repair equipment is removed or properly marked and isolated from public use until repaired
- Playgrounds should adhere to the Americans with Disabilities Act standards

Picnic areas and shelters/General

- Access to facilities complies with ADA
- Shelters are clean, sanitary, and free of graffiti

- Lights and electrical plugs are operational and comply with appropriate building codes
- Vegetation around structure is trimmed back to reduce hazards and does not impede entry and egress
- Grounds around structure are mowed, trimmed and free of litter, debris, and hazards
- Shelters are structurally sound, clean, painted with no rotted lumber or rusted metal and no loose siding or loose shingles
- Water fountains and hose bibs (if provided) are operational
- Signage and rules and regulations information are posted in a noticeable location

Tables

- Tables are clean, free of dust, mildew, and graffiti
- Table hardware is intact
- Table frames are intact, and slats are properly secured
- Table seats and tops are smooth with no protrusions and have no exposed sharp edges or pointed corners

Grills

- Grills are operational and free of rust and metal deterioration
- Grills are clean and free of grease build-up
- Grill racks are operational and secure, and grills are properly anchored to reduce hazard and theft

Trash Receptacles

- Receptacles are clean, free of odors and liners in place
- Receptacles are painted, free of damaged or missing parts and properly anchored
- Area around receptacles is clean and free of trash and debris

TENNIS COURTS

Surfacing

- Surface is smooth, level, and well drained with no standing water
- Surface is free of large cracks, holes, and trip hazards
- Surface is painted and striped in accordance with U.S. Tennis Association court specifications and for Pickle ball where appropriate
- Worn painted surfaces do not exceed 30 percent of total court surface
- Surface is free of litter, debris, gravel and graffiti

Nets

- Nets and wind screens are free of tears and frays
- Nets are properly installed and secured to support poles
- Nets have center stripes installed at the regulated height and are anchored to the court
- Support poles have hardware intact and are properly anchored and installed
- Wind screens are properly installed and secured to fencing

Fencing

- Fencing is galvanized chain link and is the appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly secured and straight
- Fencing is free of holes, protrusions, and catch points
- Fabric is straight and free of bending or sagging
- Gates and latches are operational
- Windscreens are tightly secured and free of tears and holes

OUTDOOR BASKETBALL COURTS

Surfacing

- Surface is smooth, level, well drained, and free of standing water
- Surface is free of large cracks, holes, and tripping hazards
- Surface is painted and striped per court specifications
- Surface is free of litter, debris, gravel, and graffiti
- Goals and Backboards
- Goals and backboards are level with hardware intact
- Goals and backboard are painted
- Nets are properly hung and free of tears and fraying
- Support poles are secure in ground and straight

SAND VOLLEYBALL COURTS

Nets

- Nets are free from holes and are not torn or tattered
- Nets are hung tightly at specified height
- Nets are securely attached to support poles
- Support poles have hardware intact, are properly anchored and installed

Sand Surface

- Court surface is loose sand
- Surface is smooth with good drainage and no standing water
- Surface is free of weeds, grass, debris, and litter

Borders

- Borders are well defined and intact
- Borders meet International Volleyball Federation (FIVB), ASTM and NPSI standards
- Surrounding area is free of debris and encroaching landscaping to reduce hazard

PONDS AND LAKES

Water

- Aerators, if provided, are operational
- Pond surface is at least 90 percent free of vegetation
- Water area is free of trash and debris
- Bank areas are smooth and free of washouts and erosion, rip rap in place where needed
- Ponds and lakes, where appropriate, are stocked with appropriate species of fish
- Inlet and outlet structures are operational
- Appropriate and seasonal rules and regulations signage is in place at noticeable locations

Fishing Piers and Decks

- Planks are intact, smooth, structurally sound, free of splinters and have no cracks greater than ¼ inch
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping
- Handrails are present and structurally sound
- Piers and decks comply with ADA
- Trash receptacles provided nearby

Benches

- Hardware is intact and structurally sound
- Nails, bolts, or screws are flush with surface
- Seats and backing are smooth with no protrusions, have no sharp edges or pointed corners, and are structurally sound
- Benches are secured in ground and properly installed

APPENDIX I: GVRD ALTERNATIVE FUNDING OPPORTUNITIES

GreenPlay has compiled the following list of potential funding sources for public parks and recreation identified through over 40 years of working with agencies across the United States. They are provided for agencies to review for potential use in their own agencies. Many may already be in place, and some may not be permissible in certain states or jurisdictions, however others may be useful.

Exercise

Please review the brief boiler plate description of each funding opportunity and assign a level number 1 through 4 to the accompanying scoring sheet (Excel) to come to consensus. The 4 levels are explained below:

Level 1: These funding sources are currently being used, or could easily be used by Fountain Hills Community Services to create the existing budgets for capital and operational expenditures.

Level 2: These funding sources are potential funding opportunities Fountain Hills Community Services would consider for additional funding of capital and operational expenditures.

Level 3: These funding sources are potential funding opportunities Fountain Hills Community Services could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Arizona or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Level 4: These funding sources are potential funding opportunities Fountain Hills Community Services would not consider for additional funding of capital and operational expenditures. These potential funding sources are deleted from the list.

Once the above is completed, please go through this WORD document and delete all the tier 4 potential funding sources. Then review the remaining funding sources and customize the description to Fountain Hills Community Services terminology.

TRADITIONAL PARKS AND RECREATION OPERATIONS AND CAPITAL DEVELOPMENT FUNDING SOURCES

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies may be currently in use to some extent by your agency.

Traditional Tax and Exactions-Based Funding Resources

General or Operating Fund

Parks and recreation services are typically funded by an agency’s General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property Tax

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

Sales Tax

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Sin Tax

This revenue source often partially funds public park and recreation agencies and is derived from casinos, tobacco tax and/or marijuana tax (where legalized). Sin tax revenue is somewhat popular in many states (where it is legal) with high traffic tourism agencies and with cities, counties, and state parks. Special Districts many times cannot exact sin taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Development Funding

Development Impact Fees

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

Local Improvement Districts

Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

Park Land Dedication Ordinance

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

TRADITIONAL PARKS AND RECREATION EARNED REVENUE RESOURCES

Fees and Charges

Daily Admission and Annual Pass Sales or Vehicle Permits

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

Registration Fees

This revenue source is for participating in programs, classes, activities, and events which typically require preregistration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

Ticket Sales/Admissions

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

ALTERNATIVE PARKS AND RECREATION OPERATIONS AND CAPITAL DEVELOPMENT FUNDING SOURCES

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies may currently be used by your agency, but may not be used to maximum effectiveness or capacity. Those that may not currently be used by your agency should be considered for a project's or the operation's specific relevance.

NOTE: *Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within your city and your state, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

Loan Mechanisms

Full Faith and Credit Bonds

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principle and interest uses available operating funds.

General Obligation Bonds

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

Alternative Service Delivery and Funding Structures

Your agency may already be using some of these strategies.

Annual Appropriation/Leasehold Financing

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. For example, an agency can enter into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of an agency and are therefore more costly. Since a separate corporation issues these bonds, they do not impact an agency's debt limitations and do not require a vote. However, they also do not entitle an agency to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

Commercial Property Endowment Model – Operating Foundation

John L. Crompton¹⁴ discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

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Inter-local Agreements

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Privatization – Outsourcing the Management

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA
- School Districts
- Medical Centers or Hospitals
- Boys and Girls Club
- Kiwanis, Optimists, VFWs, Elks, Rotary, and other service and civic organizations
- Chamber of Commerce
- Convention and Visitor's Bureau
- Homeowner or Neighborhood Associations
- Youth Sports Associations
- Adult Sports Associations
- Neighboring counties/communities
- Private alternative providers
- Churches
- Professional Sports Teams/Organizations
- Amusement Parks (example Disney World)
- Senior Citizen Groups (AARP, Silver Sneakers)

A Sample Partnership Policy can be provided to your agency as an appendix item? Yes or No

Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

Corporate Sponsorships

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

A Sample Sponsorship Policy can be provided to your agency as an appendix item? Yes or No

Fundraising

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It's free to members, donations are tax deductible and you have all the support you need from NRPA staff. *Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015. www.NRPA.org*

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

Facilities and Equipment Grants

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

General Purpose or Operating Grants

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

Program-Related Investments (PRIs)—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Matching Grants

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

Private Grant and Philanthropic Agencies

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: <http://foundationcenter.org>.
- Research www.ecivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Program or Support Grants

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

Seed Money or Start-up Grants

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund

This fund was reauthorized by Congress in December in 2019. Generally the funding allocated to states is (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs their State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

Naming Rights

Many agencies throughout the country have successfully sold the naming rights for newly constructed

facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

Philanthropic

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

Foundation/Gifts

These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, etc.

Friends Associations

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

Gift Catalogs

Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.

Volunteer Programs/In-Kind Services

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park’s vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

Neighborhood Park Watch

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Gifts in Perpetuity

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

Maintenance Endowments

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Raffling

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

Community Service Fees and Assessments

Capital Improvement Fees

These fees are on top of the set user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

Development Surcharge/Fee

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

Dog Park Fees

These fees are attached to kennel clubs who pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

Equipment Rental

This revenue source is generated from the rental of equipment such as tables and chairs tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

Flexible Fee Strategies

This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/ areas with higher fees and to fill in excess capacity during low use times with lower fees to maximize play.

Franchise Fee on Cable

This would allow an agency to add a franchise fee on cable designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go toward land acquisition or capital improvements.

Lighting Fees

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

Parking Fee

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

Percent-for-Art Legislation

Percent-for-art legislation dedicates a percentage (usually .5 to 2) of publicly funded capital improvement projects (CIP) for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program.

Processing/Convenience Fees

This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences.

Recreation Service Fee

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by an agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

Residency Cards

Non-residents may purchase “residency” on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support operations, maintenance, and debt service.

Real Estate Transfer – Tax/Assessment/Fee

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time

the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

Room Overrides on Hotels for Sports Tournaments and Special Events

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

Security and Clean-Up Fees

An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

Self-Insurance Surcharge

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

Signage Fees

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and location.

Trail Fee

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

Utility Roundup Programs

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support utility improvements such as sports lighting, irrigation cost, and HVAC costs.

Contractual Services

Cell Towers and Wi-Fi

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless Internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at www.parks.ca.gov. [2015/16 update: It is unclear whether CA is still charging for this service; this is being further researched]

Concession Management

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

Merchandising Sales or Services

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

Private Concessionaires

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to an agency.

Permits, Licensing Rights and Use of Collateral Assets

Agricultural Leases

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops.

Booth Lease Space

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

Catering Permits and Services

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

Filming Rights

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

Land Swaps

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

Leasebacks on Recreational Facilities

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Licensing Rights

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

Manufacturing Product Testing and Display or Research

An agency may work with specific manufacturers to test their products in a park, recreation facility, or in a program or service. The agency may test the product under normal conditions and report the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers,

irrigation systems, seed & fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results. Research Fees may be charged to allow research to occur on park lands or related to equipment used at Parks. Companies may pay to have their equipment installed and tested to prove durability and user satisfaction. Product Placement fees may also be an option – having a company not only donate their equipment but also pay a fee to have their equipment used at a public facility.

Private Developers

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

Recycling Centers

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

Rentals of Houses and Buildings by Private Citizens

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

Sale of Development Rights

Some agencies sell their development rights below park ground or along trails to utility companies. The agency would receive a yearly fee on a linear foot basis. This type of activity would be dependent on grant restrictions on property purchased with grant funding.

Sale of Mineral Rights

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by products, for revenue purposes.

Special Use Permits

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

Subordinate Easements – Recreation/Natural Area Easements

This revenue source is available when an agency allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to the agency on an annual basis.

Surplus Sale of Equipment by Auction

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

Enterprise Funds

These funds establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

Other Options

Land Trusts

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs

to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

Positive Cash Flow

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for agency recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

COST SAVING MEASURES

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost saving measures can improve the overall cost recovery picture for an agency.

Change Maintenance Standards/Practices

- Add one extra day onto the mowing interval; thus reducing the amount of mowing in a season.
- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system's regularly occurring maintenance work and prioritize maintenance program needs, schedules and relevant resource allocations.
- Consider turf management strategies by turf use/wear – high intensity use and maintenance needs (such as sports fields) versus low intensity use areas such as lawns along the edge of a woodlot or roadway – there are usually areas of turf that are regularly maintained because “they have always been mowed”; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalizing areas of lawn where you don't need lawn is a “going green” type of practice that also reduces maintenance needs/costs.
- Buildings/Facilities
 - Evaluate needs and consider in-house versus contracted maintenance workers for different needed services/trades.
 - Standardize equipment, fixtures, and relevant materials.
 - Are some facilities in such disrepair that continuing to throw limited funding on “band-aids” no longer practical?
 - In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy efficient fixtures, low flow water fixtures, eliminate throw away products like paper towels and replace with energy efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty these and spend time picking up trash/recyclables that are not properly placed by patrons.
- Reduce cleaning frequency of office spaces and centralize trash and recyclables into one location in employee work areas to save on costs of related to housekeeping.
- Consider having staff complete multiple tasks at the same time – emptying recyclables and trash at the same time as doing rounds or inspections.
- Educate users to better utilize existing facilities and resources to cut down costs – clean up after themselves.

- Equipment and Supplies
 - Purchase better equipment that last longer and requires less maintenance – saving money on the front end does not always result in cost savings overall.
 - Standardize equipment (such as vehicles, grounds equipment and tools, etc.) as a way to increase efficiency in training staff to use it, and as a means to simplify and reduce costs associated with parts inventory and maintenance/repair programs (ex. Mechanic places one order for 10 air filters for 1 type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers, from multiple vendors and keeping track of it all)
 - Consider leasing vehicles or other heavily used equipment - it can be more cost effective for an organization to lease vehicles or equipment and rotate their fleet regularly versus allocating resources to maintain and repair aging fleets of old, well used vehicles/ equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance

Contract Re-negotiate or Re-bid

At every opportunity, review contracts to assure you are not paying more than you have to, or are receiving the maximum amount of revenue possible.

Cost Avoidance

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

Greening Trends

Rooftop Gardens and Park Structures

Rooftop gardens create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages and other structures.

Green Practices

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Develop “Pack It Out” trash program
- Use greywater
- Use solar and wind energy
- Implement green operating practices

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below (**Table 27**) may be currently and successfully employed by your agency.

Table 27: Green Practices Focus Area and Action Step

Focus Area	Action Step
Administrative	<ul style="list-style-type: none"> • Recycle Office Trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) • Clean offices weekly instead of daily
	<ul style="list-style-type: none"> • Go Paperless
	<ul style="list-style-type: none"> • Conserve Resources
	<ul style="list-style-type: none"> • Flex Scheduling
	<ul style="list-style-type: none"> • Virtual Meetings
Operating Standards	<ul style="list-style-type: none"> • Preventative Maintenance
	<ul style="list-style-type: none"> • Reduce Driving
	<ul style="list-style-type: none"> • Recycling in Parks
	<ul style="list-style-type: none"> • Eliminate Environmentally Negative Chemicals and Materials
	<ul style="list-style-type: none"> • Green Purchasing Policies
	<ul style="list-style-type: none"> • LEED® Design • Purchase better equipment and supplies that require less maintenance and are more durable
Sustainable Stewardship	<ul style="list-style-type: none"> • Re-analyze and Revised Practices and Standards
	<ul style="list-style-type: none"> • Monitor and Report Results
	<ul style="list-style-type: none"> • Lead by Example
	<ul style="list-style-type: none"> • Public Education - agencies should lead by example teaching the public a little bit about what green practices actually are and how they might be able to incorporate some of the same features (maybe rain-gardens or LED lighting) in their own home to help conserve our shared natural resources. • Incorporate Stewardship Principles in all Park and Recreation Services
	<ul style="list-style-type: none"> • Seek Available Grant Funding and Initiative Awards



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APPENDIX J: GVRD PARTNERSHIP OPPORTUNITIES

This page shows potential Partners for the GVRD (Identified during the Public Involvement Process for the 2021 10-Year Comprehensive Parks and Recreation Master Plan.

- City – some parks belong to City and GVRD maintains the parks in the city
- Vallejo Unified School District – do some programs with them
- Little league
- Neighborhood associations
- YMCA, Boys and Girls Clubs
- Vallejo Chamber of Commerce
- Golf courses
- The Nimitz Group
- Club Stride
- Solano County Library District – could have them provide some programs in underutilized community centers
- Environmental groups, hikers (young and old)
- Former GVRD staff
- Solano County Social Services
- Vallejo Project
- Swimmers, joggers, South Vallejo residents
- Vessels of Vallejo
- Police Activities League
- Reign City Sports
- Vallejo Napa River Walk Community Group
- Vallejo Arts Council
- Project Vatu
- Church groups
- Boy Scouts
- Potential partnership with Loma Vista Farms
- Art walk committee members
- Downtown Vallejo businesses
- Vallejo local artists
- New Vallejo residents
- Vallejo admirals and other pro or semi pro leagues
- Vallejo housing justice coalition
- Children’s/science museums
- On the ground organizations
- Adaptive Sports League
- Challenger Division would love to be partners
- Visit Vallejo (Vallejo Convention & Visitors Bureau) for group and meeting facilities
- Vallejo Admirals Pro Baseball team
- Griffin Technology Academy
- Scouts
- Youth wellness center
- Almost all active living organizations
- Paddler and rowing groups
- Colleges in the area
- Sailing groups
- Rugby groups
- Native American Tribes in the area
- Kayaking and biking Vallejo, Kayakvallejo.com
- CAL maritime for Rugby sport
- Obtainium Works Theatre groups
- Bike Vallejo
- Rotary
- Business community
- Community groups
- Police Activity League (PAL)
- Solano Land Trust
- Vallejo Aquatics
- Solano County
- Neighboring cities
- Hospitals (2)
- 4-H, Scouting and other youth serving organizations

- Solano County Foundation
- Neighborhood organizations
- North Bay BMX
- Library
- San Francisco Bay Trail
- San Francisco Water Trails
- Salona Land Trust
- SolTrans
- Admirals Baseball Organization
- Vallejo Watershed Alliance
- Child Start
- Commission on Culture and the Arts – Dalia Vidor, Producer
- Developers
- Charter schools/private schools – require students and parents to do service hours
- Solano County First Five
- Service Clubs and non-profits
- Solano County Public Health – Robin Cox
- Vallejo Benicia Pickleball Club – Ed Brice
- Solano Business Corp
- ARC Solano
- Ecology Vallejo
- Solano County Homeless Task Force
- Service clubs
- City departments
- Outside civic organizations
- Business community
- Chamber of Commerce
- Nonprofits in the City of Vallejo
- Senior groups
- AAA
- Kayak group
- Bicycle group
- Police and public works for safety
- Vallejo sewage and waste
- Key environmental groups
- Citizens air monitoring
- Fresh Air Vallejo
- Arts community partnerships

APPENDIX K: GVRD BOARD OF DIRECTOR'S STRATEGIC ACTION PLAN/GOALS 2019-2020

I. PLANNING

- Review 10 Master Plan, and update
- Complete ADA assessment for all facilities
- Assess board room requirements for 401
- Review needs/demands to expand parks and facilities. i.e, dog park, sports center
- Develop use/upgrade plan for Blue Rock Springs Facilities
- Continue to develop community partnerships
- Reduce dependency on natural resources
- Reduce dependency on PG and E and carbon footprint
- Legal review of policy manual
- Enhance art, murals, sculptures, etc., in parks
- Work with COV and other agencies regarding overnight camping issues in parks

II. FUNDING

- Create Part-time grant writer position/or contract out to increase funding sources
- Pursue Grant for Greening Lake Dalwigk
- Review and evaluation staff funding and Measure K
- Evaluate and clarify reserves accounts
- Create and prioritize Measure K project funding list for FY 19-20
- Pursue fee structure partnership agreements with City of Vallejo, and the Vallejo Unified School District

III. MAINTENANCE

- Develop long term goals for each park, referenced in the Master Plan.
- Evaluate maintenance for parking lots
- Develop an integrated pest management (IMP - Pesticide Policy), based on Best Management Practices (BMP)
- Develop an asset management plan that includes maintenance schedules for assets
- Evaluate the District fleet, and develop life expectancies w/replacement fund
- Develop a water conservation plan

IV. PARK DEVELOPMENT

- Complete a tree survey and evaluation in conjunction with the City of Vallejo
- Develop plans for updating facility Landscaping
- Assess and complete work on the River Park mitigation bank
- Review utilization of Parks and Sports fields
- Evaluate lights for safety (Parking lots, pathways, etc.)
- Evaluate status and need for sports field lighting (Evaluate the need for lights at NVCC field)
- Increase shade structures in all parks for picnics, playgrounds, etc.
- Develop District owned, land banked properties to reach maximum use

V. FACILITIES

- Develop utilization of needs for each facility
- Develop long-term goals for each facility
- Develop plans to improve/create an Aquatic Center
- Complete a sports field demand study
- Evaluate playground priority list
- Evaluate parking lot priority list
- Develop Kitchen for the Vallejo Community Center
- Review and/or modify key and access management system

VI. RECREATIONAL PROGRAMING

- Maintain and update the District website in a timely manner
- Review registration process and evaluate registration software package
- Pursue development of an ongoing funding source from City
- Develop sustainable recreation programming
- Add and enhance activities for seniors
- Develop and utilize feedback from customers to provide desired programming
- Develop recreational programming reports in-line with Board requests

VII. OPERATIONS

- Determine Staff organization levels for Full and Part-time employees
- Complete a classification study and evaluation
- Enhance the District management of IT Resources
- Evaluate the efficiency and effectiveness of each department's operation
- Maximize use of community center space

VIII. COMMUNICATION

- Improve digital marketing and communication with community
- Evaluate telephone system and adjust to maximize service to the public
- Increase internal communication through quarterly staff meetings
- Develop a more positive work culture
- Adapt Board meeting agendas and minutes to meet policy guidelines
- Encourage Board members to attend one all-staff meeting per year
- Develop emergency response plan for children at Community centers/contracts
- Develop maintenance emergency response plan
- Communicate with homeless resources to assist and support